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The Office Environment Index ™

1987 Full Report

Steelcase

The third in a series of office environment reports sponsored by Steelcase Inc., and conducted by Louis Harris and Associates

THE OFFICE ENVIRONMENT INDEX$_{TM}$

1987 FULL REPORT

Sponsored by Steelcase Inc.
The Office Environment Company

Conducted by Louis Harris & Associates

The Office Environment Index$_{TM}$ is part of a series of information reports "Understanding the Office Environment" published by Steelcase, The Office Environment Company, as a service to office workers, design professionals, facilities managers, and others interested in effective work environments.

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Introduction and Highlights

INTRODUCTION

In the fall of 1986, Louis Harris and Associates conducted a comprehensive study for Steelcase Inc. on the office environment. Similar to the work done in 1978 and 1980, the current study is based on interviews with 1,000 full-time U.S. office workers, 150 chief executive officers and 150 facilities managers drawn from organizations with 1,500 or more employees nationwide, and 150 contract office designers from leading design and architecture firms. In addition, a representative sample of 250 full-time Canadian office workers were interviewed by telephone.

The study provides an updated and detailed look at the office environment, and this year focuses not only on the rich details of office design, but also on the "culture" of the office and how this translates into employee mood and morale.

As the findings show, U.S. office workers look at their jobs differently than they once did. The situation has changed because office workers want to participate more actively in the life of their organizations, but managers may not recognize -- nor be empowered to act on -- this trend.

Also covered: design priorities of facilities managers and contract designers, importance of office chairs, and more, including findings on the proliferation of personal computers and terminals in the office environment and the design issues raised by this major shift in the way office work gets done.

The study was conducted by Louis Harris and Associates with the help and expertise of Steelcase staff members. The Harris organization is solely responsible for the design, execution, and interpretation of the research. Appendix A contains a detailed description of the survey methodology and office worker profiles. For exact question wording and context, Appendix B contains the questionnaires for each of the four groups surveyed.

HIGHLIGHTS

- A Shifting of Workers' Priorities in the Office

The findings from The Office Environment Index$_{TM}$, 1987, reveal what appears to be a growing sense of frustration among office workers. When asked about **their own job**, 42% of office workers across America say they are "very satisfied". This reading has held steady since 1978. But other measures indicate a downturn of mood and a shifting of priorities in the workplace. What is more, management may not be aware of these sentiments:

-- Office workers are far less likely today than they were in 1978 to say the quality of working life in this country has improved since ten years ago. While 70% saw improvement in 1978, only 56% say working life has improved today; meanwhile, the percentage who say the quality of working life has worsened has risen from 12% to 18%, and 22% now say it has stayed the same, up from 15% in 1978.

-- Meanwhile, management differs from office workers on this score, with 79% of top executives and 80% of facilities managers saying the quality of working life in this country has gotten better in the last ten years.

-- Office workers seem increasingly to dissociate doing their job well from getting what they want most out of life; the percentage who feel there is "a great deal" of connection between these two things has dropped from 62% to 53% since 1978.

- What Office Workers Want: The Opportunity To Participate

If, office worker sentiment seems to be waning, what then are office workers really look for in a job?

-- Perhaps the most interesting theme to emerge from the findings, and one which may help to explain the changes among the office workforce, is the yearning of office workers to participate, to contribute, to share ideas with colleagues on all levels, to do their jobs as though they mattered. But on almost every "participation" characteristic tested, there is a yawning gap between what office workers consider important and what they experience on their jobs.

-- These characteristics are that their job be challenging, that management encourage a free exchange of information among employees and departments, that employees be able to contribute significantly to their organization, that they have the freedom to decide how to do their own work, that office workers have the privacy to work effectively, that executives initiate meetings with all levels of staff, that the management style be participatory at all levels of decision-making, and that employees be encouraged to take risks.

-- Of course, there's also the perennial issue of compensation. Eighty percent of office workers say good employee benefits are "very important" to them, up from 64% who felt that way in 1978. Only 61%, however, say it's "very true" that they have good benefits on their present job, a figure that's changed little since 1978.

-- Likewise, 74% say good pay is important to them, up from 65% in 1978; only 42% say it's "very true" that they have good pay on their present job, not much different than the 1978 reading.

-- The rise in living costs since 1978 (notwithstanding the slowdown in inflation in the last few years) and the trend toward higher deductibles, copayments, and employee-paid premiums in benefit health insurance plans may account for the increasing importance of good pay and good benefits, if not for the level reading on how well organizations are doing in providing them.

Some of the "participation" characteristics that are most important to office workers -- a challenging job, a free exchange of information, being able to contribute -- are thought by top management to have only middling importance to office workers; other "participation" items -- such as having the freedom to decide how to do their work, having the privacy to work effectively, being included in meetings, and working under a participatory management style -- rank well down on top executives' lists of what is important to their employees.

Office workers themselves seem to have a new agenda; they are looking for ways to give more of themselves on the job, and management is not aware of these sentiments.

- Productivity: Enough Is Enough

Office workers are increasingly certain they are doing as much as they can:

-- 46%, up from 42% in 1978, now say they're certainly doing as much as they can, and 25%, up from 22% in 1978, say they're probably doing all they can. The proportion who say they could probably do more has dropped since 1978 from 34% to 28%.

-- Again, management has a fundamental difference of opinion with office workers on this subject; they're far less certain that their office employees are doing as much as they can and are far more likely to suggest that office productivity could be improved.

-- Nor do office workers believe that a more comfortable office would help them improve their productivity. A 53-46% majority of office workers say they would **not** be able to do more in a day if their office were more comfortable. This is a turnaround from the findings in 1980, when by 53-40% office workers said a more comfortable office **would** translate into increased productivity, and a dramatic reversal from 1978 when a hefty 74-24% majority took that position.

-- Once again, management sees things differently; by a decisive 63-31% majority, top executives insist that, if the office were more comfortable, office workers' productivity would rise. This view is shared by an even more dramatic 75-22% majority of facilities managers, up considerably from a 61-31% reading of this group in 1980.

-- In a similar finding, office workers are less likely today than they were in 1980 to say a more comfortable office would enable them to turn out **better** work. While six years ago they agreed by a decisive 59-34% majority that greater office comfort would translate into better quality, office workers split evenly on this issue, with a much lower 48% saying quality would improve, but with 50% saying it would not.

-- Again, management may not understand its employees' attitudes; a 61-31% majority of top executives hold that quality would improve with increased office comfort, and an astounding 79-19% majority of facilities managers, up from 59-34% in 1980, take the same view.

> -- Why do office workers see comfort as having less and less to do with their productivity and the quality of their work? The upgrading of office facilities seen in the past decade may already have enhanced productivity as much as can be expected.
>
> -- Indeed, almost half of all office workers today, 47%, say they are "very comfortable" with their physical surroundings, and another 42% say they're "somewhat comfortable". Only 11% are uncomfortable.
>
> -- Interestingly, both top executives and facilities managers seem to underestimate somewhat their office employees' comfort level.

• The Special Outlook of Office Designers and Facilities Managers

Both the contract interior designer and the facilities manager approach the office environment from their own vantage point. Both groups clearly attach a higher level of importance to the physical design of the office than do top executives of organizations:

> -- Contract designers are more likely than top managers to see a close connection between employee comfort and job performance and to believe that a more comfortable office would enhance both productivity and work quality.
>
> -- On the latter two points, interior designers are also much more convinced than facilities managers are.
>
> -- It has only been in the last several years that the "facilities manager", so named, has emerged with the franchise of managing the physical environment of the office in a way that is supportive of the larger aims of the organization. The findings suggest that facilities managers today believe even more than they did at the beginning of the decade that comfort enhances productivity and work quality, and that they are much more convinced of this than top executives are.
>
> -- Facilities managers consider employee comfort to be much more important than top executives do, and they are more likely to say employee comfort affects job performance "a great deal", and that a more comfortable office would enhance productivity and quality of work.

- Design Priorities for Today and Tomorrow

Productivity is the big issue today, computers tomorrow:

-- Top design priorities for facilities managers today are employee productivity (78% "very important", up from 69% in 1978), cost of space (73% "very important"), and then office arrangements and furniture to help people use computers (65%) and decreased paperwork due to computerization (63%).

-- Interior designers rank cost of space first (86%), followed by productivity (77%, down from 84%), and then arrangements to help people use computers (76%).

-- For the next ten years, furniture and office arrangements to help people use terminals and PC's top the list for both facilities managers (61%) and designers (77%).

-- For facilities managers, the cost of space (53%), decreased paperwork due to computerization (52%), and employee productivity (51%) follow.

-- Interior designers' next priorities are decreased paperwork due to computers (61%), the cost of space (58%), and only then employee productivity (53%).

- Office Workers View the Physical Workspace

Workspace and design issues tend to be seen as less important by today's office workers than "participation" and compensation factors. But this does not mean that office employees see no room for improvement in their physical surroundings:

-- There are significant gaps between the "very important" and the "very true on current job" readings on three out of four design and workspace characteristics tested: the work surface, chairs, storage space, and other office furniture are what are needed to get the job done; the physical surroundings of the office are pleasant; the office is aesthetically pleasing.

-- Moreover, the importance of the two items tested both in 1978 and 1986 has shot up considerably in the eight years.

-- Temperature, distractions and interruptions, and noise are the three most serious comfort problems as seen by office workers. Facilities managers correctly identify temperature problems as the number one concern and also zero in on office workers' two other leading concerns: distractions and noise.

-- But they overestimate the concern workers have about storage space, other people smoking, and colleagues being located too far away.

-- About a third of office workers have private offices, a third have partitioned space that is part of an open-plan system, and a third share open space with others. Not surprisingly, workers with private offices appear to be less alienated than those in partitioned space or in open space shared with others.

-- But those in private offices also tend to be the office elite, and their greater sense of participation may be more a function of their status and responsibility than simply of their workspace accommodations.

-- In other words, there is no evidence that simply providing a worker with a private office will make him or her less alienated. In fact, given the choice, a 57% majority would indeed prefer a private office, but as many as 25% would still opt for the open plan, and 17% would want to share space with others.

- The Environment for Computers

The proliferation of personal computers and terminals in the office represents a quantum change in the environment:

-- A 66% majority of office workers say they use a PC or terminal in the office, with 21% working at a computer five or more hours a day;

-- Nearly half of top executives report they have a terminal or PC in their offices;

-- Three-quarters of the office workers who use computers are at least "somewhat comfortable" with the way the workspace and furniture are set up for the terminal or PC; the one-quarter who are not comfortable above all complain that the equipment takes up too much space and that the table the computer is on is too high.

-- Facilities managers report roughly the same list of complaints have come to them from computer users in their organizations, although their account of what bothers users puts more emphasis on glare on the screen.

-- Facilities managers and designers list the computerization of the office as the foremost emerging design issue;

-- 78% of leading interior designers today say they consider the specific needs of terminal and PC users "a great deal" when working on office designs. They emphasize the need for soft lighting to avoid glare on the computer screen.

-- Although computer users -- even heavy users -- are about average on reported overall health, the findings suggest that workers who sit at a terminal or PC for five or more hours a day are especially prone to experience two symptoms that have sometimes been associated with CRT use: headaches and eyestrain.

-- However, the findings provide no evidence that heavy computer users' greater likelihood of reporting these irritating, if minor, symptoms translates into greater cynicism or alienation than that expressed by office workers overall. Indeed, heavy computer users miss fewer workdays due to minor aches, pains, and discomforts than office workers generally.

- Office Worker Health

Office workers generally consider themselves in good health. Many, however, do experience discomfort on the job:

-- 52% of workers view their own health as "excellent", 43% as "pretty good". This is similar to previous Harris findings for all employed adults.

-- 75% experienced headaches on the job in the past twelve months; 52% backaches, 48% eyestrain. Heavy PC or terminal users show slightly higher percentages.

- Smoking In The Office

The past several years have seen a rapid increase in awareness of the dangers of smoking, even of other people smoking:

-- The number of office workers who smoke at their desks or in their work areas is decreasing; 21% now report they do so, down from 35% in 1980;

-- 42% of office workers say that smoking is limited to certain areas in their organization;

-- A similar 49% and 44% of top executives and facilities managers, respectively, report smoking is limited in their organization. The finding for facilities managers is up enormously from the 6% who reported smoking was limited in 1980;

-- 74% of office workers, up from 51% since 1980, feel smoking **should** be restricted to certain areas. Seventy-nine percent of top executives agree, as do 70% of facilities mangers, up from 36% six years ago.

Special Note on Office Workers in Canada

Canadian office workers are **very** similar to their counterparts in the U.S. on a whole range of views, behaviors, and priorities. However:

-- Office workers in Canada may have lower expectations on compensation and benefits than those in the U.S.;

-- Canadian office workers seem to experience more fulfillment on "participation" factors than office workers in the U.S.;

-- Canadian office workers are more likely than their U.S. counterparts to smoke in their workspaces, and proportionately fewer Canadians report that smoking is restricted to certain areas in their organization and support such restrictions.

Characteristics

I. JOB ATTITUDES AND CHARACTERISTICS

Job Satisfaction: About the Same As It's Been

Office workers report about the same level of satisfaction with their jobs today as they did in 1978, with 84% at least "somewhat satisfied", compared with 82% eight years ago, and 42% "very satisfied" both today and in 1978 (Exhibit 1-1). Indeed, Harris surveys conducted among working populations over the last several years have yielded personal job satisfaction ratings at about the same levels. Interestingly, both top executives and facilities managers somewhat underestimate the job satisfaction of their own employees. While the overwhelming majority of each of these executive groups guess most of their office employees are "somewhat satisfied", office workers nationwide split evenly on being "very" or "somewhat satisfied".

Older workers express a higher level of satisfaction with their jobs than do younger workers, with 50% of those 40 and over saying they are "very satisfied" compared with 38% of those 30-39 and 36% in the 18-29 age group (Exhibit 1-2). And, not surprisingly, office workers who themselves earn over $35,000 a year -- i.e., those who are in higher positions -- are more likely to be "very satisfied" (52%) than those who make $35,000 or less (38%).

Shifting of Workers' Priorities in the Office

Although personal job satisfaction among office workers has held steady since 1978, there are clear indications that dissatisfaction with working life is on the rise.

In 1978, 70% of office workers nationwide felt "the quality of working life in this country" had improved over the previous ten years. Today, this figure has dropped to 56% (Exhibit 1-3). Meanwhile, top executives and facilities managers are more optimistic, with about 4 out of 5 of each of these management groups saying the quality of working life has improved since ten years ago.

Among office workers, again, it is not surprising that those over $35,000 in personal income are slightly more sanguine than those who make less. Interestingly, these results -- along with those of other measures -- suggest that those in the 30-39 age group may tend to be more negative than younger or older office workers (Exhibit 1-4).

Since 1978, there has been a significant drop in the proportion of office workers who think that doing their jobs well has a great deal of effect on their getting the things they most want out of life -- from 62% eight years ago to 53% today (Exhibit 1-5). This view seems to be more prominent in the midwest and south than in the east and west. It is also more likely to be held by men than by women and, again, is higher among employees with over $35,000 in personal income than among those below that income threshold. And, again, the evidence suggests that office workers 30-39 years old are more negative or cynical than younger or older office workers when it comes to seeing a connection between doing a good job and getting what they want out of life (Exhibit 1-6).

Observation:
Despite unchanging readings on personal job satisfaction -- a "me"-directed measure that seems to produce the same results whenever it is asked -- a sense of alienation permeates these findings. Especially among workers in their thirties, there has been a marked downturn in mood on the overall quality of working life in the U.S. and an increased cynicism about the connection between doing a job well and getting what one wants out of life.

What Is Important To Office Workers: The "Participation Gap"

If office workers are becoming more alienated in their working life, the question is why. The 1,000 office workers surveyed were read a list of twenty characteristics of office jobs and asked how important each one is to them and how true it is of their present position. The results of this exercise are revealing: besides the usual gripes that pay and benefits could be better, office workers give voice to a strong desire to take more responsibility and participate in the life of their organizations. To a great extent, their desire to participate is being thwarted (Exhibit 1-7):

-- 82% of office workers say that **having a challenging job** is "very important" to them; a much smaller 59% say that characteristic is "very true" on their present job.

-- 74% say it is very important that **management encourage a free exchange of information among employees and departments**, a condition that may be key in fostering worker responsibility. But only 33% report that on their present job management actually **does** encourage a free exchange of information.

-- At the same level of response, 74% hold that being able to **contribute significantly to the company** is very important, while a lesser 54% say they can do so on their current jobs.

-- 71% feel that **being given a lot of freedom to decide how to do their own work** is very important, with only 48% saying it is very true on their own job.

-- 62% say it is very important that they have **the privacy**

to do their work effectively without distraction, a condition that enhances the individual's dignity on the job as well as his or her ability to think through problems and get a task done in the most effective manner. Only 34% of office workers say this is very true on their present jobs.

-- 62% give the highest importance rating to **executives initiating meetings with all levels of staff**; only 30% say this is very true on their own jobs.

-- On a related item, 61% feel it is very important that there be a **participatory management style at all levels of decision-making**; 29% report this to be very true of their present jobs.

-- On a final "participation" characteristic, not many office workers -- 31% -- say it is very important that **employees be encouraged to take risks,** but an even lesser 20% say this is very true on their jobs.

Observation:
The implication of there being a gap between "very important" and "very true" ratings is a serious one. On substantial issues, office workers have a strong desire for involvement, and they have not seen it happen yet. In many cases, the gap is widening. It may be that these situations are what is causing frustration on the part of office workers.

To put these findings into context, it should be noted that traditional compensation and opportunity factors rank fairly high in importance and that on these items office workers' current jobs are found to be wanting:

-- 80% consider **good employee benefits** to be very important, while a lower 61% say this is very true on their present jobs.

-- 74% say it is very important that **the pay is good,** and only 42% say this is very true on their present jobs.

-- 71% feel it is very important that **women are readily considered for promotion,** with only 39% saying this is true where they work. Similarly, 66% attach high importance to there being **ample opportunities to move up in the company,** with a lower 32% saying this is very true on their present jobs.

"Convenience" characteristics -- such as hours, location, and dress -- rank somewhat further down the importance list, but comparable numbers of office workers say these things are fine on their current jobs:

-- 65% say it is very important that the **hours are good**, and a similar 60% say this is very true on their jobs now.

-- 61% say the **location of the company** is very important, and 57% say this is very true of the jobs they have.

-- Further down the list, only 42% care very much that **they can dress as they like.** A larger 52% say this is actually very true on their current jobs.

Likewise, characteristics related to design and workspace are ranked in the middle of the importance list at best, and while there are gaps between what is considered important and what is true on workers' current jobs, these tend not to be as wide as they are for the "participation" characteristics:

-- 61% say it is very important that **their work surface, chairs, storage space, and other office furniture are what are needed to get the job done well**; 44% say this is very true on their present jobs.

-- 52% attach great importance to **pleasant physical surroundings**; 41% say this is very true on the jobs they have.

-- 44% say it is very important that the office be **aesthetically pleasing**; 34% say this is very true on their present jobs.

-- 42% say it is very important that **employees have the freedom to personalize their workspace**; 40% report this is very true on their current jobs.

The gap between what is important to office workers and what is actually true on their jobs -- especially for the all-important "participation" characteristics -- is further accentuated when the views of top executives about what is important and true for their employees are contrasted with the views of the office workers themselves.

However, some of the "participation" characteristics that are most important to office workers themselves -- having a challenging job, a free exchange of information, and the opportunity to make a significant contribution to the company -- are thought by top management to have only middling important to most office employees. Other "participation" items, such as having the freedom to decide how to do their own work, having the privacy to work effectively, being included in meetings, and working under a participatory management style -- rank well down on top executives' lists of what is important to their employees.

> Observation:
> The top executives could be key in implementing changes to the office workers' situation; to the extent that the executives do not recognize a need, change is unlikely. As seen in Exhibit 1-7, "compensation and opportunity" characteristics such as employee benefits, promotions for women, and good pay take the lead as characteristics top executives feel are important to most of their employees.
>
> One reoccurring pattern that is seen throughout this survey is the noticeable difference of opinion between office workers and top executives concerning the same office characteristics. A number of reasons could account for this. Perhaps, executives are out of touch with the office workers. Perhaps, the executives have a broader perspective and, hence, can see possibilities for improvement where the office workers cannot.
>
> Or, perhaps, the office workers are in the midst of shifting their priorities, and the executives are not aware of the changes. Whatever the reason, there are a number of instances when the executives give noticeably different responses than the office workers give.

For almost all of the characteristics asked in both 1978 and 1986 -- "participation" items and others as well -- the gap between the proportions of office workers who consider each item "very important: and the proportion who consider it "very true" of their own jobs has widened (Exhibit 1-8).

-- The percentage of office workers who say it is very important that their jobs be challenging has risen from 75% to 82% over the eight-year period, but the percentage saying this is very true of their current jobs has stayed about the same, at 59% or 60%

-- While the "very important" rating for being able to contribute significantly to the organization has gone down 5 percentage points from 79% to 74%, the percentage saying this is very true on their own jobs has dropped a more dramatic 15 points from 69% to 54%.

-- Having a lot of freedom to decide how to do their own work is considered very important by 71% of office workers today, up 6 points from 65% in 1978, but the percentage deeming this to be "very true" of their current jobs has dropped from 56% to 48% during that same time period.

-- The "very important" rating for good employee benefits has risen dramatically from 64% in 1978 to 80% today, while the perception that benefits are very good on office workers' current jobs has remained the same, at about 61% to 63%.

-- The proportion of office workers rating good pay as very important has gone up from 65% eight years ago to 74% today, while the percentage saying this is very true on their current jobs has remained the same at about 41%-42%.

-- While in 1978, 62% said it was very true that the hours were good at their organizations, with a lesser 48% saying they felt this was very important, today 65% say it is very important and a slightly lower 60% consider it very true.

-- Similarly, eight years ago only 39% deemed location very important and as many as 60% said their company had a very good location. Today, 61% say location is very important and a slightly lower 57% say it is very good where they work.

-- In 1978, 45% rated having an appropriate work surface, office furniture, and storage space as very important, and a slightly higher 50% said this was very true on their jobs. Today, only 44% say it is very true, but a much higher 61% say it is a very important characteristic.

-- 37% said pleasant physical surroundings were very important in 1978, compared with 42% who said this this characteristic was very true of their current jobs. Today, 52% say this is very important, while 41% say it is very true.

Exhibit 1-9 arrays the findings for the "participation" characteristics by sex, age, and personal income. In general, the "participation gap" -- the difference between the "very important" rating of a characteristic and its rating on being "very true" on office workers' current jobs -- tends to be greater among women than among men and among those in the lower salary bracket than among those with a higher personal income.

As a broad pattern, the gap also tends to diminish with age. Interestingly, the chasm between real and ideal on having a participatory management style is roughly the same across these demographic groupings.

> Observation:
> These findings paint a picture of rising expectations and the perception of a sometimes diminishing reality on a whole range of office characteristics, the perpetual concerns of compensation and benefits, not the least of them.
>
> The rise in living costs since 1978 (notwithstanding the slowdown in inflation of the last few years) and the trend toward higher deductibles, copayments, and employee-paid premiums in benefits health insurance plans may account for the increasing importance of good pay and good benefits, if not for the level reading on how well organizations are doing in providing them.
>
> But, perhaps the most interesting theme to emerge, and one which more fully explains the insistent growth of frustration among the office workforce, is the yearning of office workers to participate, to contribute, to do their jobs as best they know how, to share ideas with colleagues at all levels. On almost every "participation" characteristic, there is a yawning gap between what office workers consider important and what they experience on their own jobs.
>
> Characteristics having to do with the physical surroundings in the office -- the furniture, the aesthetics, freedom to personalize the workspace -- are seen as far less important

by office workers than either the "participation" characteristics or items bearing directly on compensation, benefits, and opportunities to get ahead.

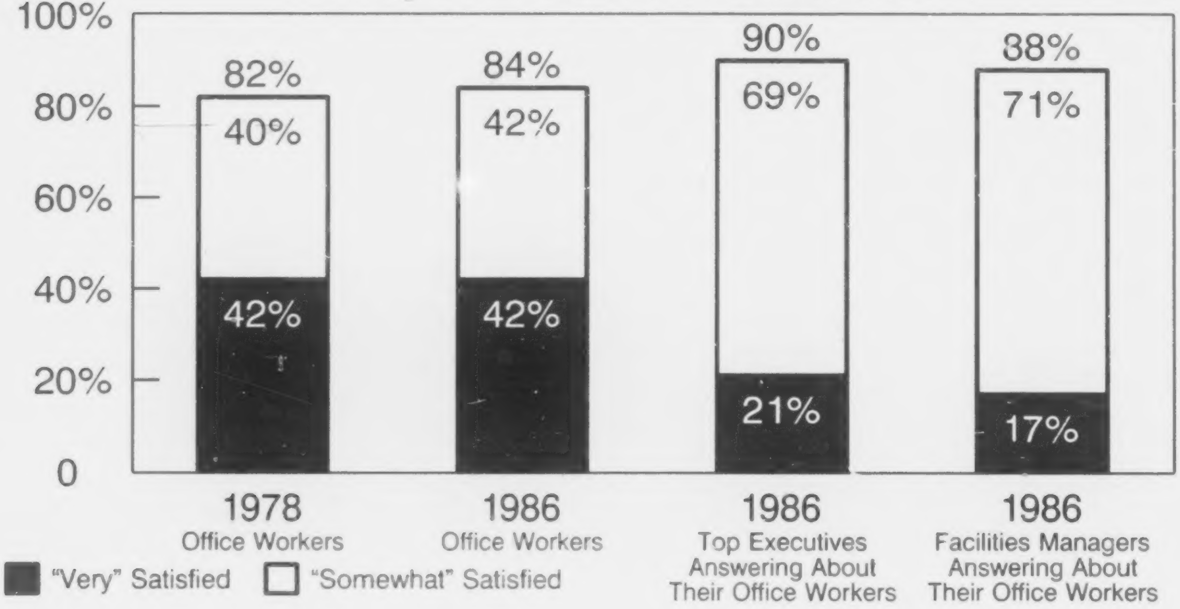
This is not to say that there's no room for improvement in this area. The findings show there is. But, the rapid pace at which offices have been reconfigured in the past decade -- with an emphasis on aesthetics and comfort as well as on efficiency -- may explain why employees do not dwell on the importance of the office's physical aspects.

Thus, although top executives, facilities managers, and (especially) contract interior designers continue to stress the importance of comfort in enhancing office productivity, employees themselves seem to have a new agenda. They are looking for ways to give more of themselves on the job and are frustrated that management -- with all of the pressure it is under to increase productivity -- will not let them go ahead and do it.

Exhibit 1-1

Office Workers' Job Satisfaction

"Very" or "Somewhat" Satisfied

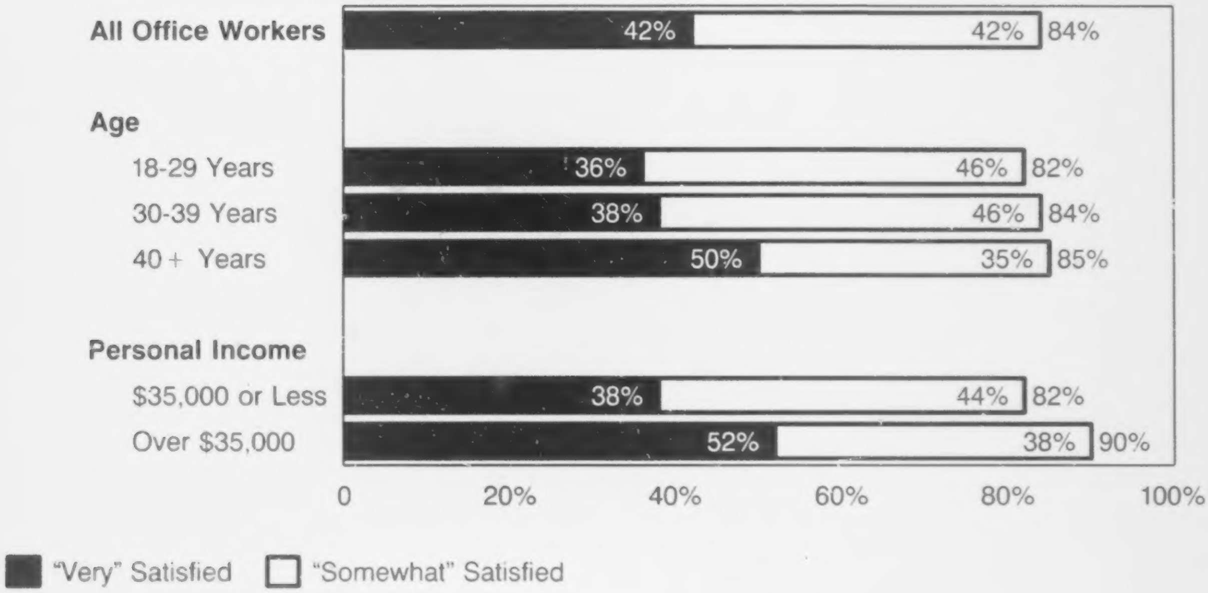


OFFICE WORKERS' JOB SATISFACTION

	Office Workers Answering For Themselves		Top Executives Answering About Their Employees	Facilities Managers Answering About Their Employees
	1986	1978	1986	1986
Base	1000	1047	150	150
	%	%	%	%
Very Satisfied	42	42	21	17
Somewhat Satisfied	42	40	69	71
Somewhat Dissatisfied	13	13	9	11
Very Dissatisfied	3	4	1	-
Not Sure	-	-	-	1

Exhibit 1-2

Office Workers' Job Satisfaction: Office Workers in Detail



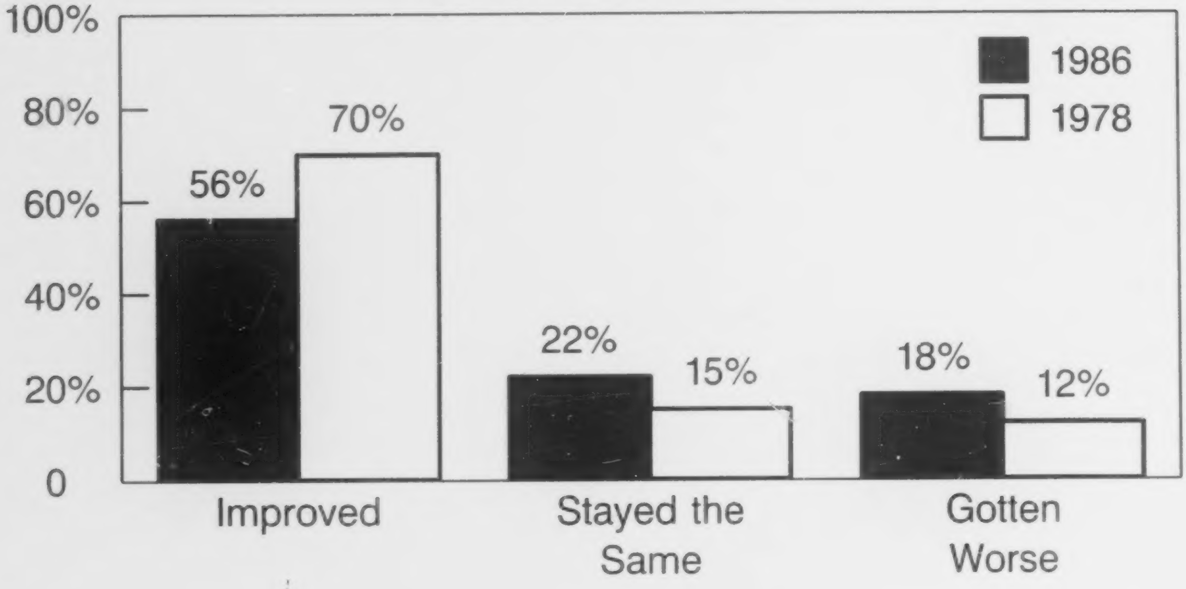
OFFICE WORKERS' JOB SATISFACTION: OFFICE WORKERS IN DETAIL

	Total Office Workers	Age			Personal Income	
		18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	245	356	370	688	233
	%	%	%	%	%	%
Very Satisfied	42	36	38	50	38	52
Somewhat Satisfied	42	46	46	35	44	38
Somewhat Dissatisfied	13	13	15	12	14	9
Very Dissatisfied	3	5	2	3	4	1
Not Sure	-	-	-	-	-	-

Exhibit 1-3

Quality of Working Life Compared to 10 Years Ago

Office Worker Trend



Quality of Working Life Compared to 10 Years Ago

By Respondent Group

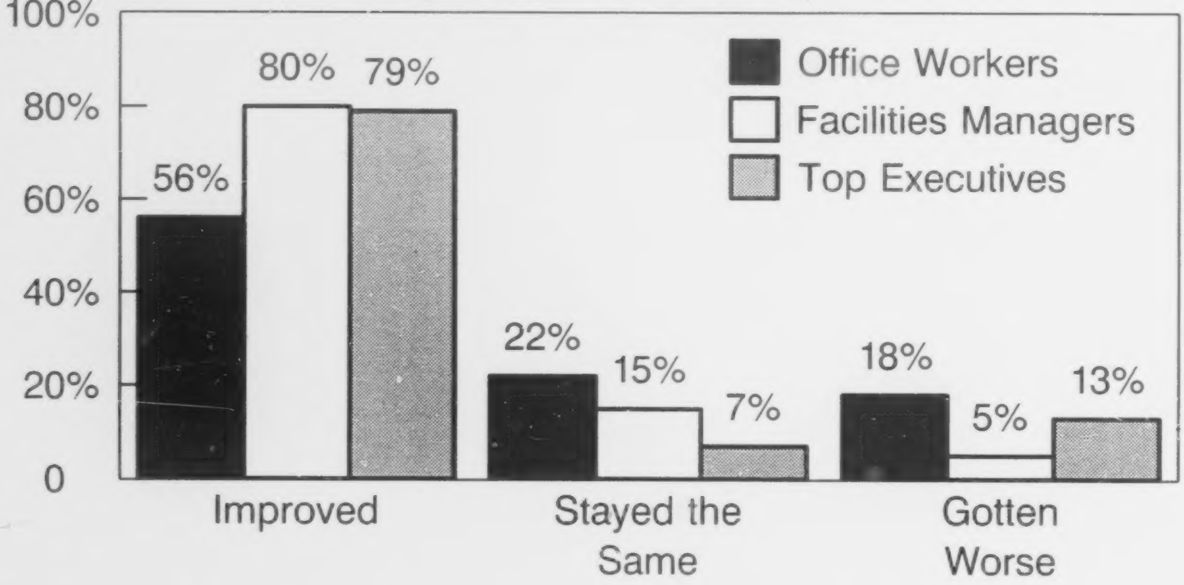


Exhibit 1-4

Quality of Working Life Compared to 10 Years Ago

Office Workers by Personal Income

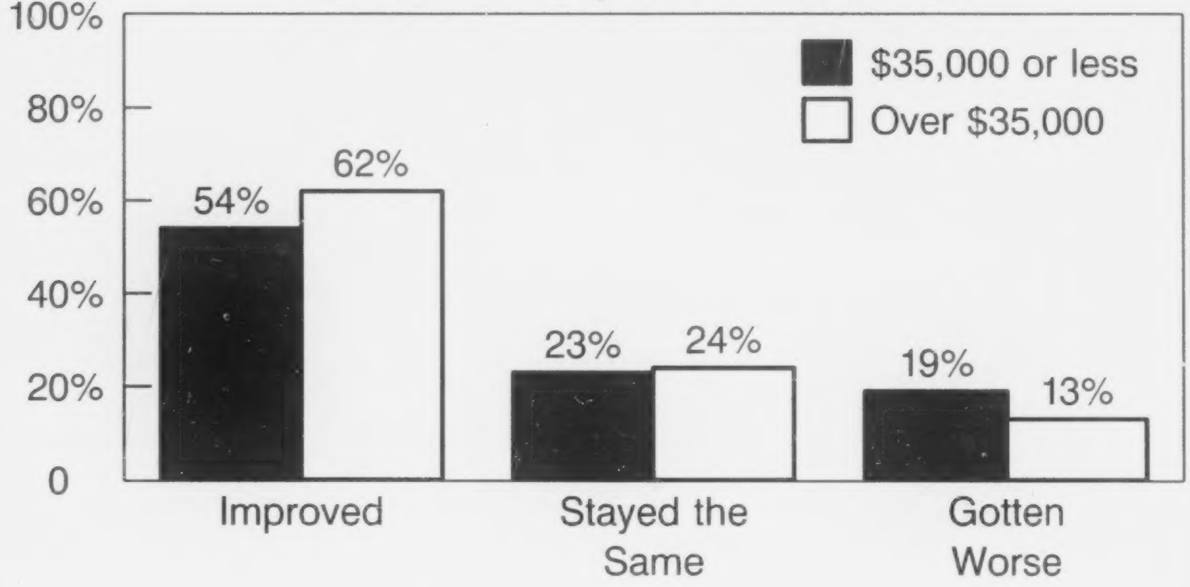


EXHIBIT 1-4 (continued)

QUALITY OF WORKING LIFE COMPARED TO TEN YEARS AGO: OFFICE WORKERS IN DETAIL

	Total Office Workers	Region				Age			Personal Income	
		East	Mid-west	South	West	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	279	277	259	185	245	356	370	688	233
	%	%	%	%	%	%	%	%	%	%
Improved	56	60	57	52	55	61	53	57	54	62
Gotten Worse	18	14	19	22	17	14	19	18	19	13
Stayed the Same	22	23	21	23	23	18	26	22	23	24
Not Sure	4	3	4	3	5	7	2	2	4	1

Exhibit 1-5

Connection Between Doing Job Well and Getting What You Want Out of Life

Office Worker Trend

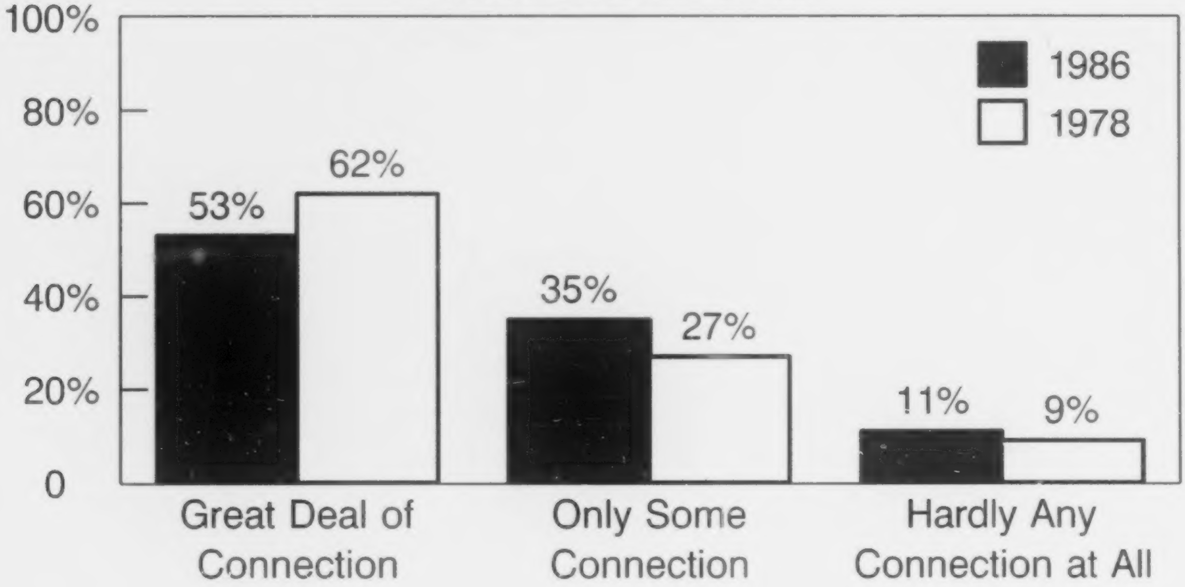


Exhibit 1-6

"Great Deal of" Connection Between Doing Job Well and Getting What You Want Out of Life: Office Workers in Detail

% Answering "Great Deal of Connection"

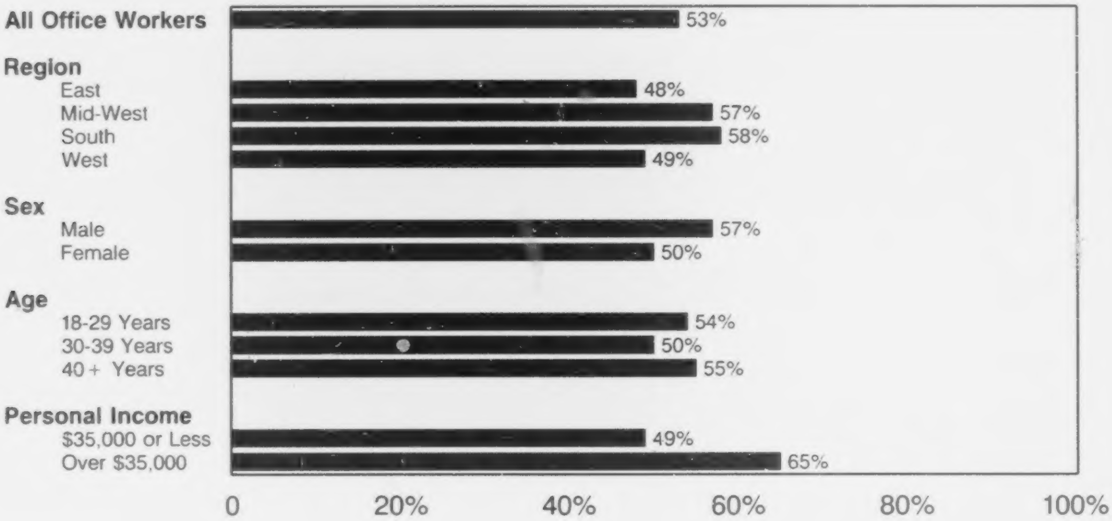


EXHIBIT 1-6 (continued)

CONNECTION BETWEEN DOING JOB WELL
AND
GETTING WHAT YOU WANT OUT OF LIFE:
OFFICE WORKERS IN DETAIL

Q.: In general, how much of a connection do you think there is between doing your job well and getting the things you most want out of life? Do you think doing your job well affects your getting the things you most want out of life a great deal, only some, or hardly at all?

	Total Office Workers	Region				Sex		Age			Personal Income	
		East	Mid-west	South	West	Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	279	277	259	185	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%	%	%	%	%
Great Deal	53	48	57	58	49	57	50	54	50	54	49	65
Only Some	35	39	32	31	39	34	36	35	37	32	36	30
Hardly At All	11	13	10	10	10	[illegible]	13	10	12	11	14	4
Not Sure	1	1	1	1	2	1	1	*	1	2	1	1

*Less than 0.5%

EXHIBIT 1-7

TWENTY WORK CHARACTERISTICS: IMPORTANCE AND PREVALENCE

	Office Workers		Top Executives	
	Very Important To Them	Very True on Their Present Job	Important For Their Employees	Very True For Their Employees
Base: Office workers: 1000 Top executives: 150	%	%	%	%
The job is challenging	82	59	51	41
Employee benefits -- such as insurance & vacation -- are good	80	61	73	59
The pay is good	74	42	61	43
Management encourages a free exchange of information among employees & departments	74	33	50	29
Can contribute significantly to the company	74	54	39	38
Women are readily considered for promotion	71	39	66	53
Employees are given a lot of freedome to decide how they do their own work	71	48	23	15
There are ample opportunities to move up to a better position in the company	66	32	52	33
The hours are good	65	60	45	44
Have the privacy needed to do work effectively without distractions	62	34	32	23
Executives initiate meetings with all levels of staff	62	30	31	25

(Continued)

EXHIBIT 1-7 (continued)

TWENTY WORK CHARACTERISTICS: IMPORTANCE AND PREVALENCE

	Office Workers		Top Executives	
	Very Important To Them	Very True on Their Present Job	Important For Their Employees	Very True For Their Employees
Base: Office workers: 1000 Top executives: 150	%	%	%	%
The location of the company is good	61	57	35	37
There's a participatory management style at all levels of decision-making	61	29	25	19
The work surface, chairs, storage space, and other office furniture are what are needed to get the job done well	61	44	49	47
The company has a formal organization or chain of command	56	57	39	45
The physical surroundings in the office are pleasant	52	41	36	40
The office is esthetically pleasing	44	34	20	27
Employees can dress as they like, within reasonable limits	42	52	16	33
Employees have the freedom to personalize workplace	42	40	23	34
Employees are encouraged to take risks	31	20	13	15

EXHIBIT 1-8

IMPORTANCE AND PREVALENCE
OF
WORK CHARACTERISTICS: TREND

	Office Workers			
	Very Important		Very True	
	1986	1978	1986	1978
Base: 1986, 1000 1978, 1047	%	%	%	%
The job is challenging	82	75	59	60
Employee benefits -- such as insurance and vacation -- are good	80	64	61	63
The pay is good	74	65	42	41
Can contribute significantly to the company	74	79	54	69
Employees are given a lot of freedom to decide how they do their own work	71	65	48	56
There are ample opportunities to move to a better position in the company	66	66	32	28
The hours are good	65	48	60	62
The location of the company is good	61	39	57	60
The work surface, chair, storage space, and other office furniture are what are needed to get the job done well	61	45	44	50
The physical surroundings in the office are pleasant	52	37	41	42

EXHIBIT 1-9

"PARTICIPATION" CHARACTERISTICS: OFFICE WORKERS IN DETAIL

	Total Office Workers	Sex		Age			Personal Income	
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%
The Job Is Challenging								
Very Important	82	81	83	84	82	80	81	87
Very True On Job	59	63	56	52	57	64	53	76
Management Encourages Free Exchange of Information								
Very Important	74	74	75	72	74	76	73	80
Very True On Job	33	38	30	32	32	34	30	42
Can Contribute Significantly To The Company								
Very Important	74	76	72	72	72	77	73	78
Very True On Job	54	58	52	45	52	62	52	64
Employees Are Given A Lot of Freedom to Decide How to Do Their Own Work								
Very Important	71	73	69	71	68	72	70	75
Very True On Job	48	55	43	43	43	55	43	60

(Continued)

EXHIBIT 1-9 (Continued)

"PARTICIPATION" CHARACTERISTICS: OFFICE WORKERS IN DETAIL

	Total Office Workers	Sex		Age			Personal Income	
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%
Have the Privacy Needed to Work Effectively Without Distractions								
Very Important	62	58	66	64	63	62	62	62
Very True On Job	34	39	31	31	32	37	30	42
Executives Initiate Meetings with All Levels of Staff								
Very Important	62	56	66	69	62	57	63	58
Very True On Job	30	28	30	35	26	29	29	28
There's a Participating Management Style at All Levels of Decision-making								
Very Important	61	61	62	61	59	63	60	60
Very True On Job	29	28	29	33	27	28	28	25
Employees are Encouraged to Take Risks								
Very Important	31	34	29	25	33	35	30	36
Very True On Job	20	26	15	16	19	23	16	32

II. PRODUCTIVITY AND COMFORT

Productivity

Another point on which disparity exists between top executives and office employees is productivity. Only 16% of top executives and 20% of facilities managers feel their office employees "certainly do as much work as they reasonably can" (Exhibit 2-1). A much higher 46% of office workers themselves say they certainly do a much as they can, up from 42% in 1978.

Conversely, only 28% of office workers feel they "could probably do more work", down from 34% eight years ago. Two out of 5 executives think their office employees could do more.

Women are much more convinced than men that they are doing as much work as they can, as are office workers earning $35,000 or less, compared with those earning more than $35,000. Interestingly, the findings suggest that office workers in their thirties are least likely to feel they are doing all they can (Exhibit 2-2).

If office workers tend to feel they are doing as much as they can, this is supported by the full work week the put in, by their own account. Overall, office workers claim they spend a median of 40 hours on the job. This figure averages in 3 in 10 office workers who report they work 45 hours or more a week, and almost 1 in 10 who say they total 55 hours or more. Only one-quarter of all office workers spend less than 40 hours a week at work (Exhibit 2-3).

Men and those earning more than $35,000 are more likely than women and those earning $35,000 or less to work at least 50 hours a week. Similarly, 55% of all office workers who work more than 45 or more hours a week (which translates to 16% of all office workers) work weekends at least "sometimes", with 23% saying they do so "very often". Again, men may be more likely than women, and those earning over $35,000 more likely than those earning less, to work weekends (Exhibit 2-4).

> Observation:
> Working long hours and weekends does not necessarily mean working most **productively,** but it may give office workers reason to believe they are working as **hard** as they can. The lower tier of workers earning $35,000 or less, over two-thirds of which are women, may indeed be in no position to organize their own work, much less the overall workflow, to get more accomplished in a given period of time, and this, as will be seen, is a root of frustration even while occasionally prolonged hours may inspire the belief that they are giving their all to the organization.

Lest the difference of opinion between office workers and their bosses on this score be drawn too harshly, it is worth noting that about as many executives in each group think their employees "**probably** do as much as they can" as think they could "probably do more". Moreover, executives believe office workers are about as productive as other workers, with facilities managers marginally more likely to take this point of view today than they were in 1980 (65, up from 59%).

Facilities managers are also more likely today than they were six years ago (21%, up from 9%) to judge office workers **more** productive than workers in other types of jobs, and are less likely now than before (9%, down from 22%) to see office workers as **less** productive.

Among top management, 61% think office workers are about as productive as others and 25% more productive, while 12% say less (Exhibit 2-5).

Interestingly, the proportion of facilities managers reporting that their organization has attempted to measure the productivity of their office workers has gone down since six years ago, from 45% to 39%. Fifty-nine percent of facilities managers (and 65% of top executives) have made no such attempts (Exhibit 2-6). And among those facilities managers who **have** attempted to measure productivity, the undertaking has not been easy: 53% of facilities managers and 67% of top executives found it anywhere from "somewhat difficult" to "impossible".

Nonetheless, according to facilities managers, the job is getting easier. While in 1980 only 21% of those who made the attempt found measuring office worker productivity "very" or "somewhat easy", that figure has risen to 41% today (Exhibit 2-7). Not surprisingly, those who have not attempted to measure productivity overwhelmingly believe such an effort would be difficult.

Just as proportionately fewer facilities managers today then in 1980 report having attempted to measure office workers productivity, they also report they are less likely now than six years ago to increase their efforts to measure and improve productivity. The 45% of facilities managers who said they were "very likely" to do so in 1980 has dropped to 38% today, and among top executives -- sampled for the first time in this study

-- the figure is an even lower 25% (Exhibit 2-8).

Observation:
Along with what seems to be a communication gap between office workers and their bosses, there is also disparity of opinion on the issue of productivity. Lower-echelon office workers are more likely than those further up the corporate ladder to feel both alienated and that they are doing all they can. Those in the over $35,000-a-year category in fact work longer hours and are more prone to work weekends than those who earn $35,000 or less, but seem more willing than those in the lower income group to increase their productivity.

There is a lesson in this, and it should **not** be surprising: employees with a higher perceived level of engagement and participation in what they are doing will work harder. Findings described later bear out what may indeed be obvious -- upper-tier employees, far more than those at the lower echelon, report that their jobs are challenging and offer them the opportunity to make a significant contribution to their organizations.

Those findings also show that challenge and participation rank high on the list of qualities that all office workers aspire to in their jobs, and that for many, especially those in the lower ranks, these aspirations are not being met.

Management seems to be slackening off on efforts to measure the productivity of office workers, perhaps because office workers' productivity is seen as having improved vis-a-vis the productivity of other kinds of workers, or perhaps because the measurement efforts are perceived as quite difficult and, therefore, unproductive themselves.

The findings offer no further explanations, but it may be that in today's technology-intensive office environment, productivity on all levels is increasingly a question of creative problem-solving and is less and less a matter of pushing noses harder to the grindstone.

Comfort and Employee Productivity

Overwhelming majorities of top executives (85%) and facilities managers (97%) think employee comfort is at least "somewhat important" in trying to raise productivity, with 21% of the former group and a much higher 42% of the latter saying it is "very important" (Exhibit 2-9).

Similarly, almost all top executives (95%), facilities managers (96%), and -- asked the same question -- contract interior designers specializing in offices (98%) believe employee comfort has at least some effect on job performance. Almost half of the top executives (49%) and a much higher two-thirds of facilities managers (66%) and interior designers (65%) think employee comfort has "a great deal" of effect on job performance (Exhibit 2-10). In fact, the 66% "great deal" reading for facilities managers is up slightly from 57% six years ago.

When office workers are asked whether a more comfortable office would mean they could do more work in a day, by a thin 53-46% majority, they say it would not. This is a reversal from the 1980 findings, when a 53-40% majority said they would be able to do more work in a day with a more comfortable office, and an even more dramatic change since 1978, when a sure 74-23% majority said they would be able to do more (Exhibit 2-11).

But top executives, facilities managers, and contract designers have few doubts that greater office comfort would translate into increased productivity, with 63% of top executives, 75% of facilities managers (up from 61% in 1980), and a huge 82% of contract office designers still insisting that, with a more comfortable office, employees would be able to do more work in a day.

Office workers 40 years old and over are least likely to say they would be able to do more work and, interestingly, those with over $35,000 in personal income are much less likely than those in the lower tier of office workers to say they would be able to do more work with a more comfortable office, even though it is precisely this group that says it can do more when comfort is not an issue (Exhibit 2-12)

Similarly, by 50-48%, office workers overall split evenly on whether a more comfortable office would mean the quality of their work would improve, with a marginal tilt toward the feeling that it would **not**. Top executives (by 61-39%), facilities managers (by 79-19%, up from 59-34%), and interior designers (by a whopping 90-8%) insist that quality **would** improve (Exhibit 2-13).

Again, among office workers the feeling that a more comfortable office would **not** improve quality increases with age, and those with the highest personal incomes are also much less likely than those further down the ladder to believe that office comfort means improved quality of work (Exhibit 2-14).

Why do executives overestimate the likely effect of increased office comfort on productivity and the quality of work produced? For one thing, the vast majority of office workers already feel at least "somewhat comfortable" with their physical surroundings, with 47% saying they are "very comfortable" and only 11% saying they are uncomfortable (Exhibit 2-15).

Moreover, this comfort level is fairly constant across regional and demographic categories, although there is a slight increase in comfort with age, and office workers in the east are marginally less likely than others to say they are "very comfortable" (Exhibit 2-16).

On the other hand, top executives and facilities managers tend to feel most of their office employees are "somewhat comfortable: (58% and 55%, respectively), which may indicate that they are underestimating employee's comfort levels.

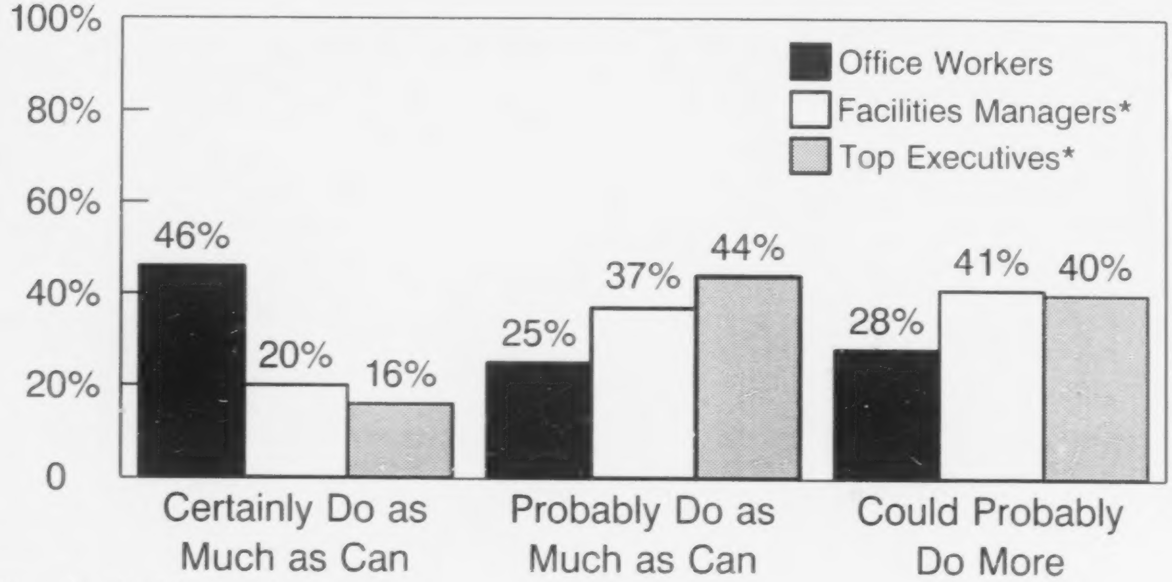
Observation:
Office comfort is an important issue that will be treated in more detail later. Clearly, however, office workers see it as having less and less to do with productivity and quality of work.

The finding that workers are relatively comfortable with their physical surroundings suggests that the upgrading of office environments seen in the past decade have already enhanced productivity as much as can be expected, and that attempts to raise productivity even more will require addressing a new agenda, topped by the desire of office workers at all levels to participate and take responsibility in the workplace.

That executives and facility managers cling to the notion that productivity might be enhanced appreciably by making the office more comfortable is further evidence that they are out of touch with their employees.

Exhibit 2-1

Productivity: Whether Office Workers Do as Much as They Can



*Answering about their employees

Productivity: Whether Office Workers Do as Much as They Can

Trends in Office Workers

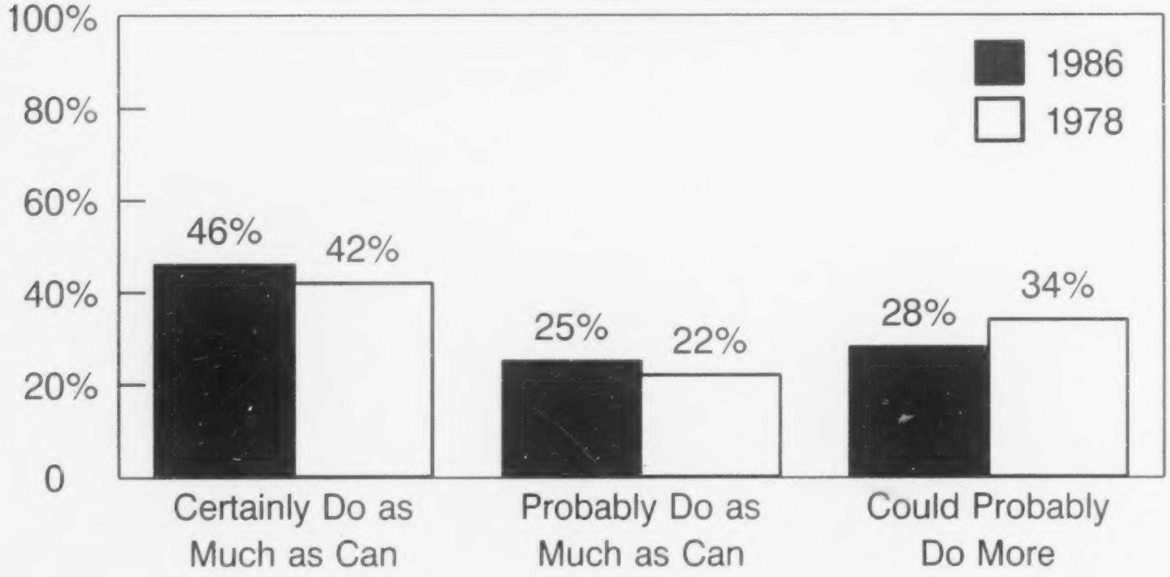
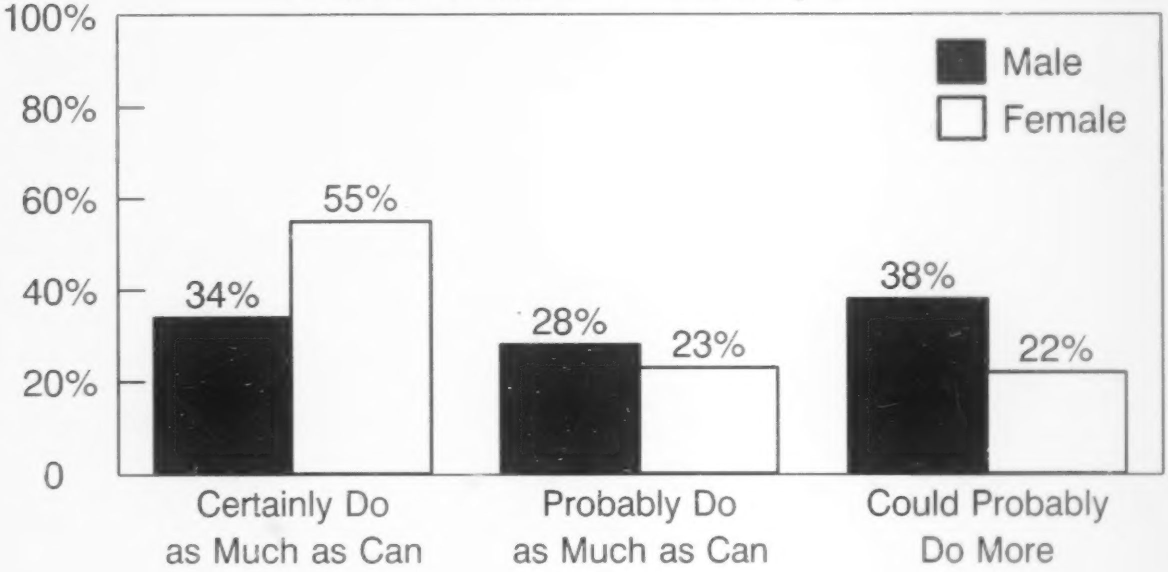


Exhibit 2-2

Productivity: Whether Office Workers Do as Much as They Can

Office Workers in Detail: By Sex



Productivity: Whether Office Workers Do as Much as They Can

Office Workers in Detail: By Age

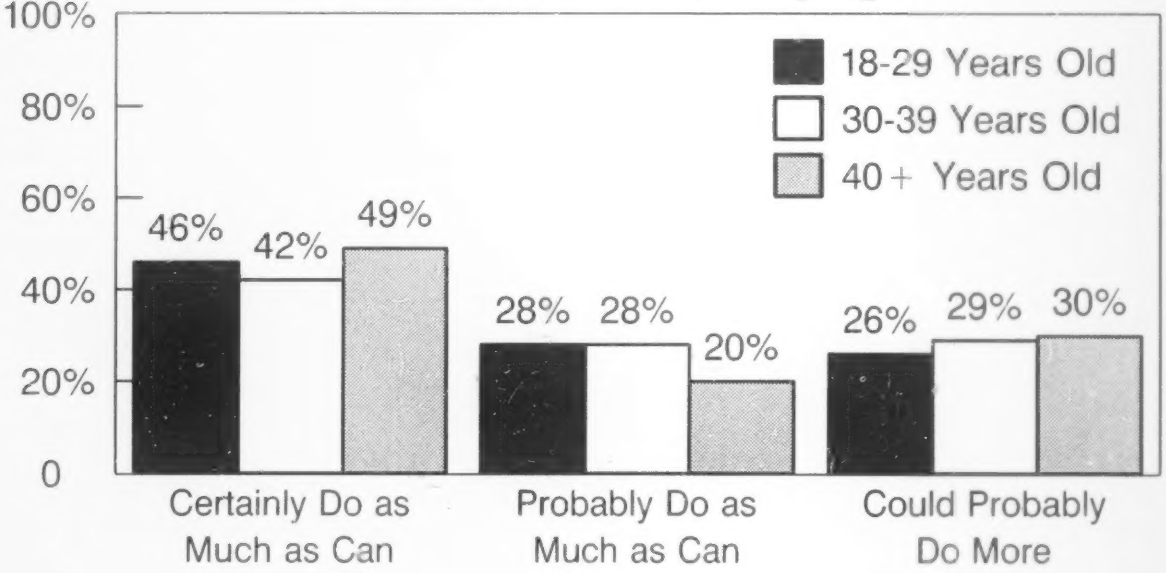
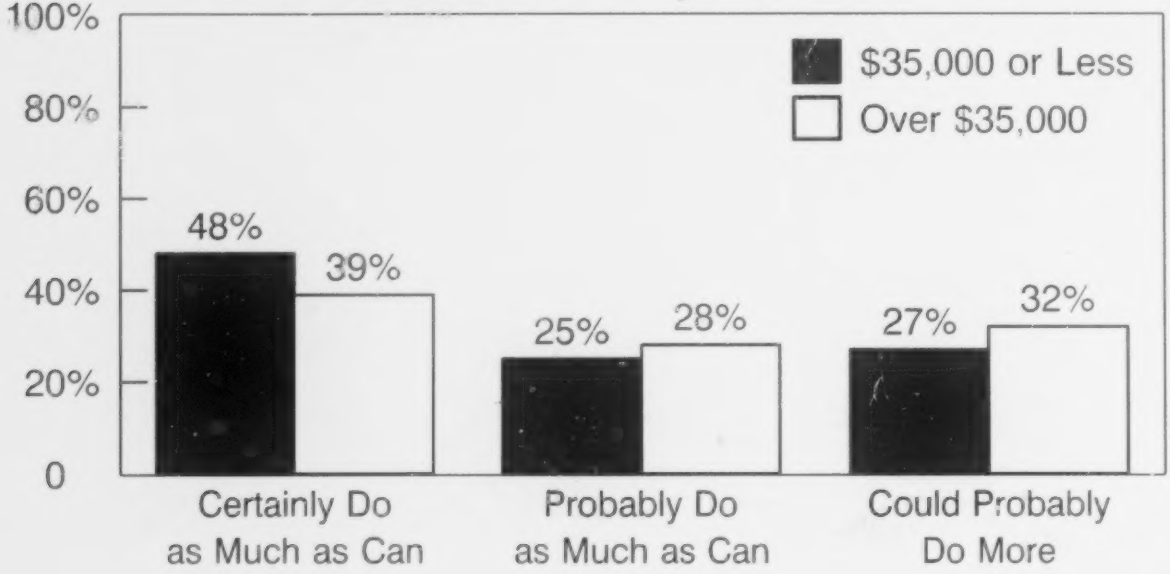


Exhibit 2-2, Continued

Productivity: Whether Office Workers Do as Much as They Can

Office Workers in Detail: By Personal Income



PRODUCTIVITY: WHETHER OFFICE WORKERS DO AS MUCH AS THEY CAN: OFFICE WORKERS IN DETAIL

	Total Office Workers	Sex		Age			Personal Income	
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35M or Less	Over $35M
Base	1000	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%
Certainly do as much as can	46	34	55	46	42	49	48	39
Probably do as much as can	25	28	23	28	28	20	25	28
Could probably do more	28	38	22	26	29	30	27	32
Not sure	1	*	1	*	1	1	1	1

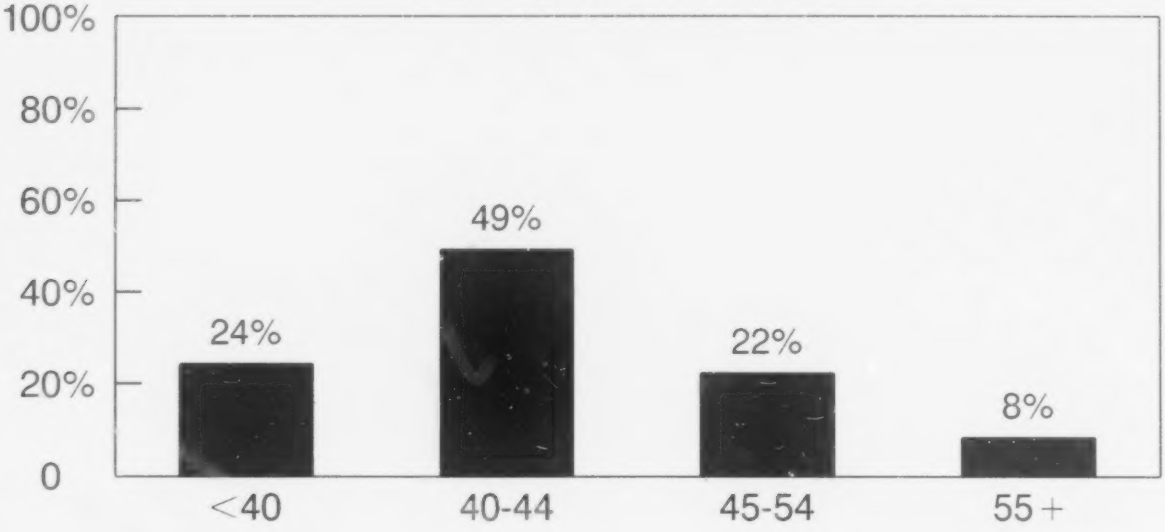
---

*Less than 0.5%

Exhibit 2-3

Work Hours in a Typical Week

Total Office Workers



Work Hours in a Typical Week

Office Workers in Detail: By Sex

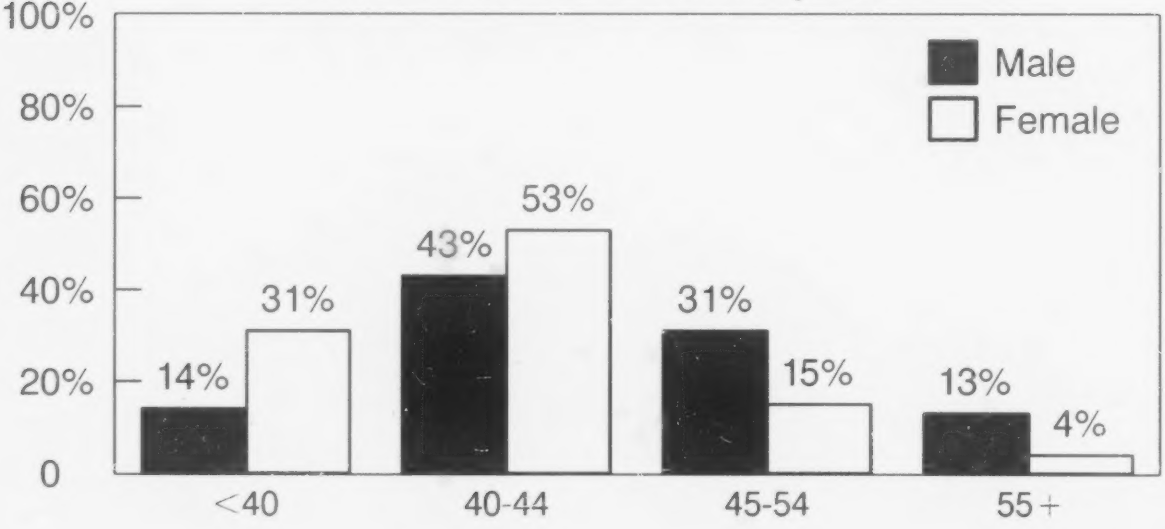
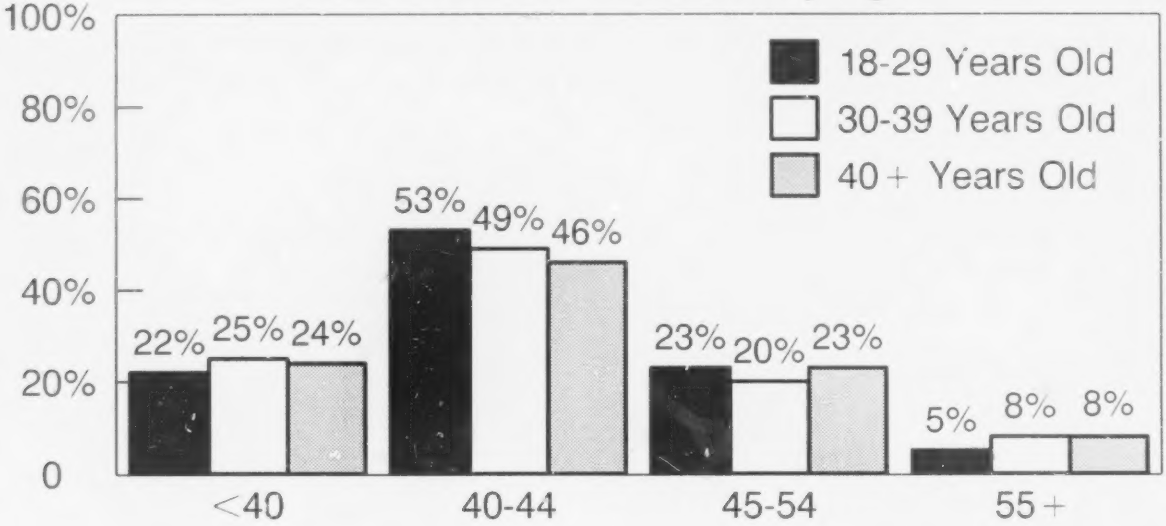


Exhibit 2-3, Continued

Work Hours in a Typical Week

Office Workers in Detail: By Age



Work Hours in a Typical Week

Office Workers in Detail: By Personal Income

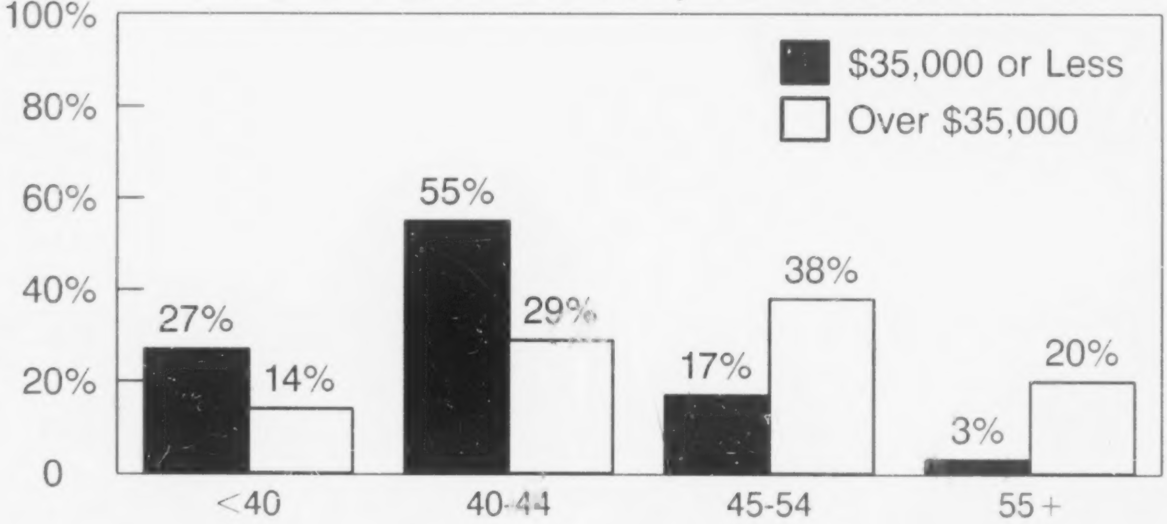
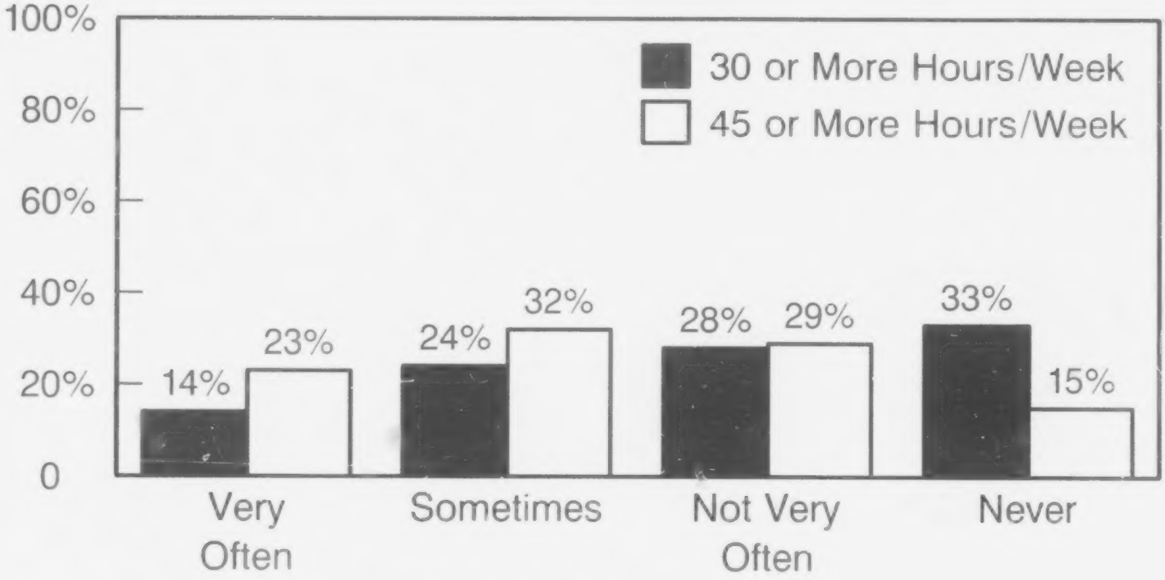


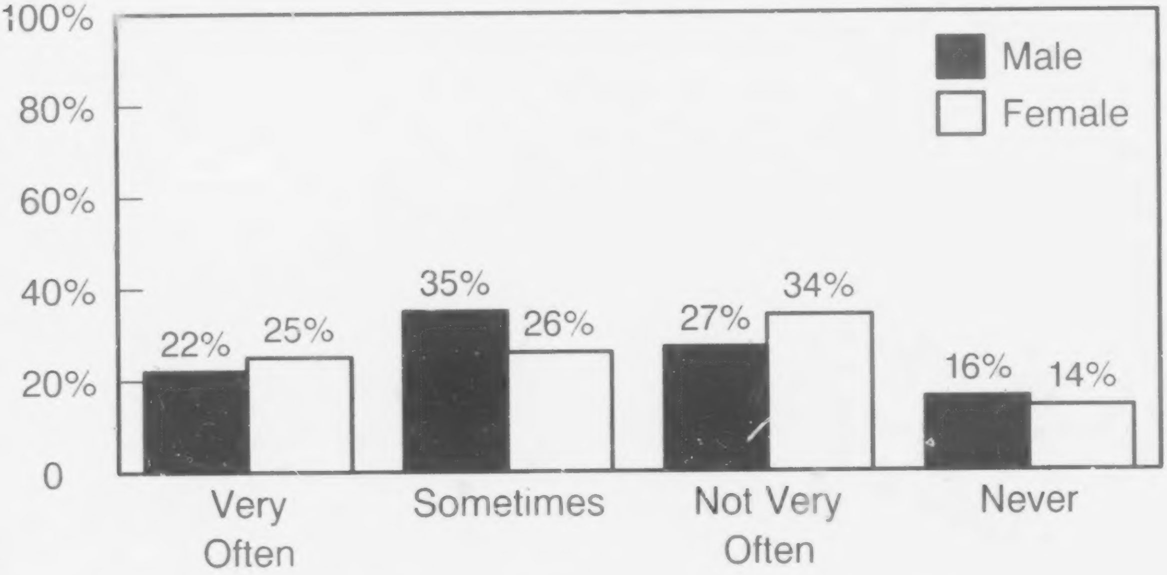
Exhibit 2-4

Weekend Work



Weekend Work

By Sex

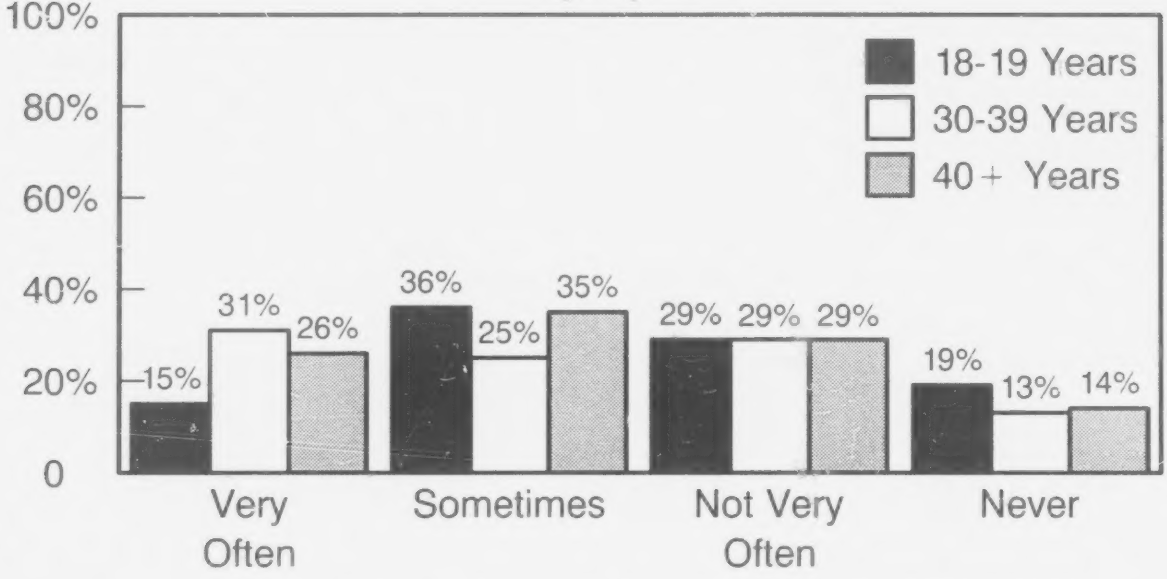


BASE: Those who work 45 or more hours/week (300)

Exhibit 2-4, Continued

Weekend Work

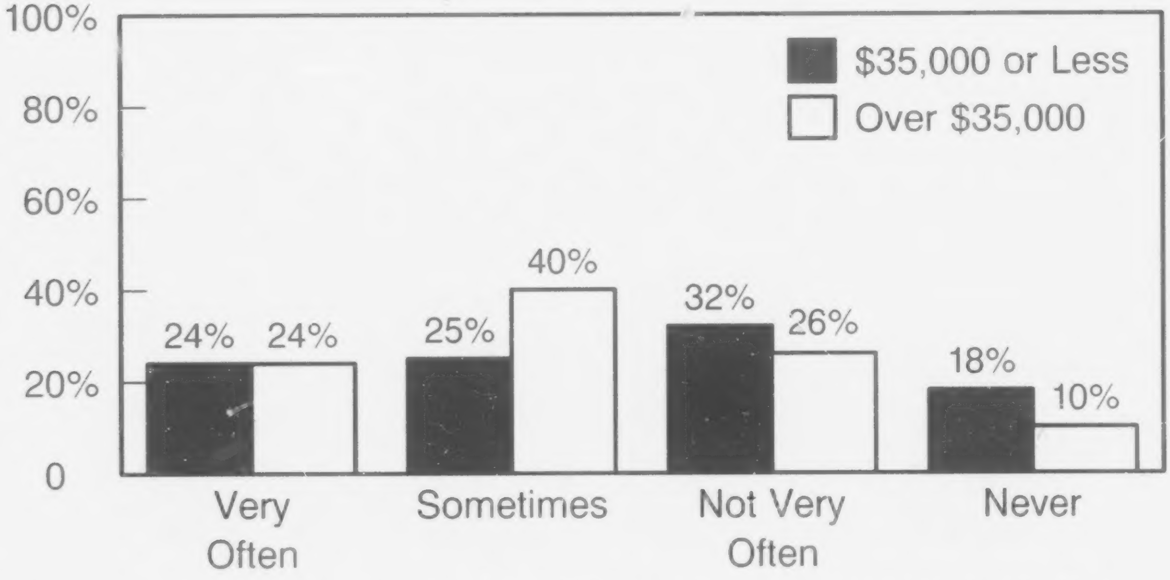
By Age



BASE: Those who work 45 or more hours/week (300)

Weekend Work

By Personal Income

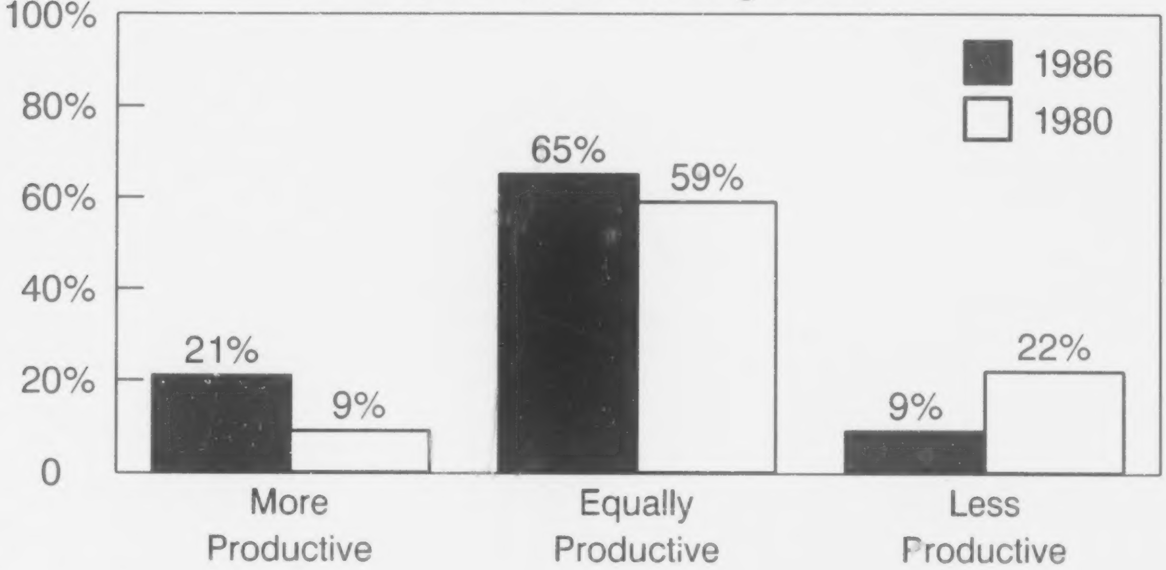


BASE: Those who work 45 or more hours/week (300)

Exhibit 2-5

Productivity: Office Workers Compared to Workers in Other Types of Jobs

Trend in Facilities Managers View



Productivity: Office Workers Compared to Workers in Other Types of Jobs

Top Executives vs. Facilities Managers

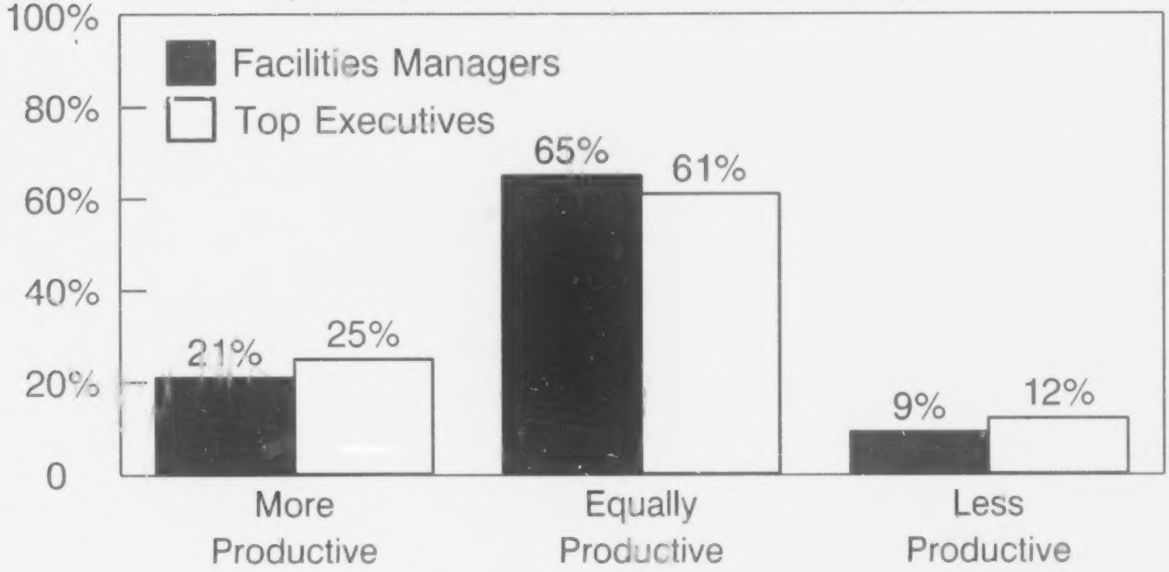
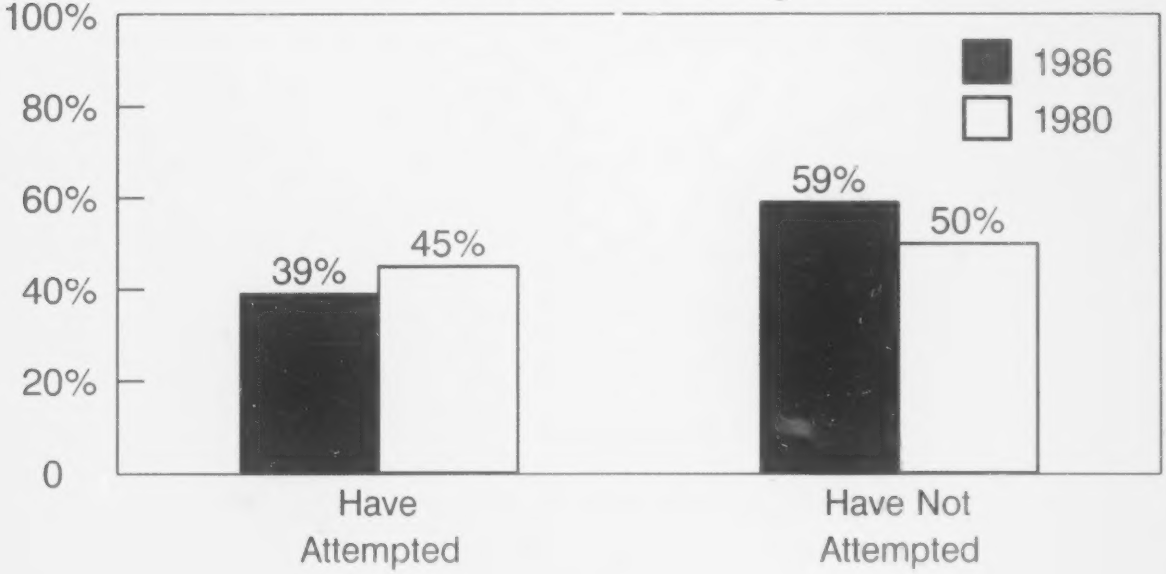
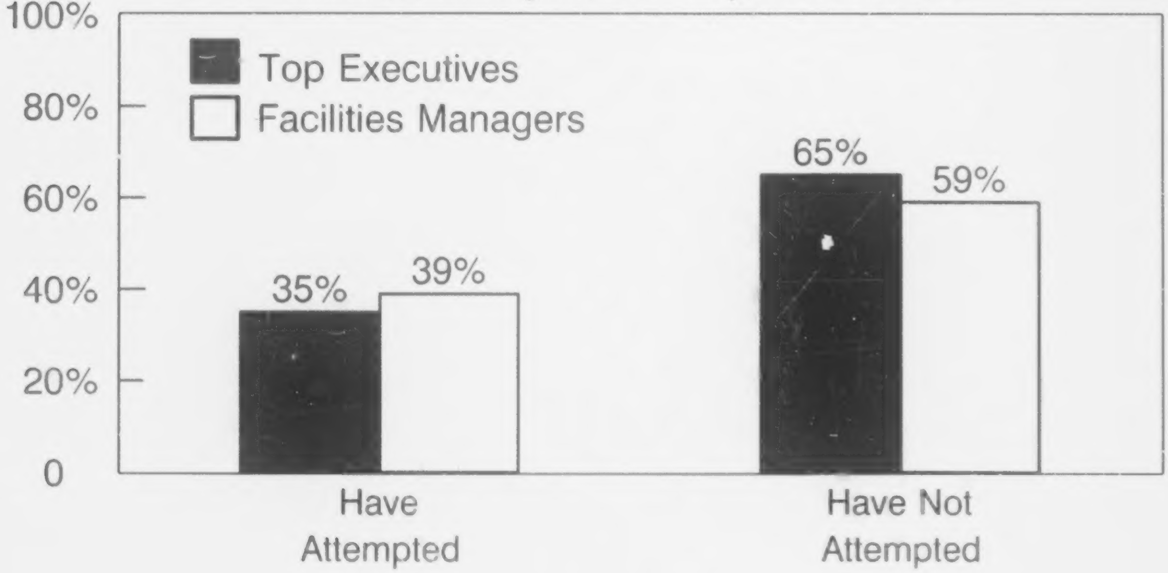


Exhibit 2-6



Attempts to Measure Productivity

Trend: Facilities Managers



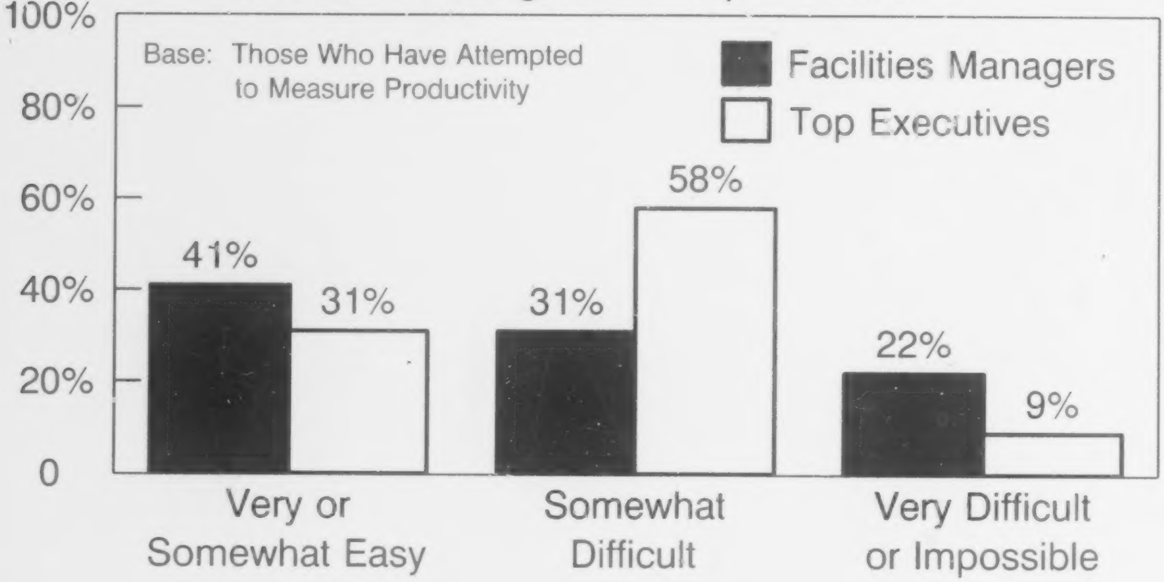
Attempts to Measure Productivity

Facilities Managers vs. Top Executives

Exhibit 2-7

Ease of Measuring Productivity

Facilities Managers vs. Top Executives



Ease of Measuring Productivity

Facilities Managers vs. Top Executives

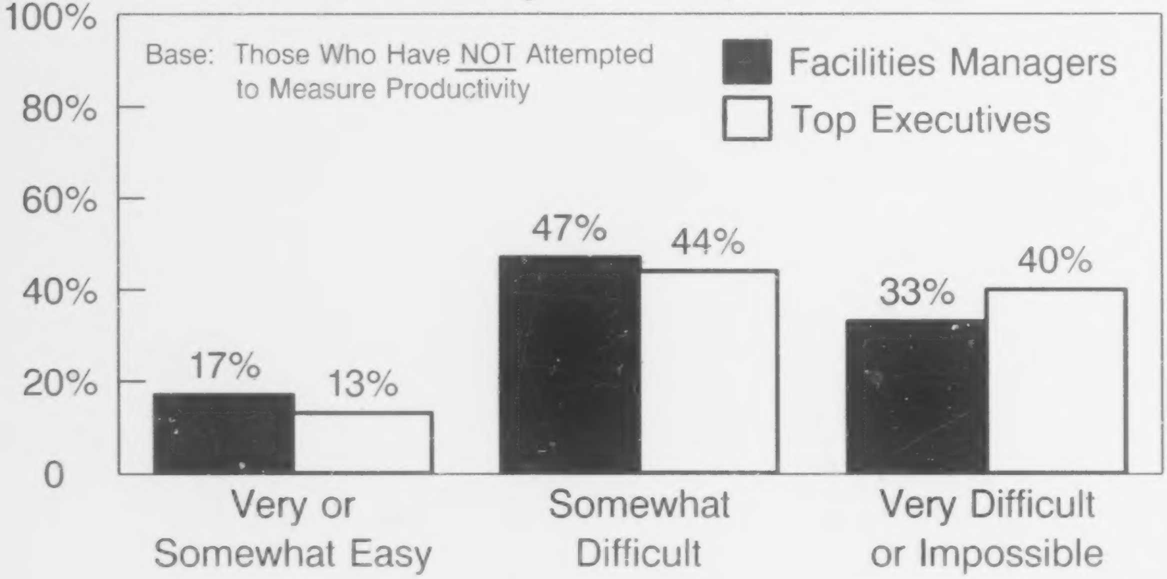


EXHIBIT 2-7 (continued)

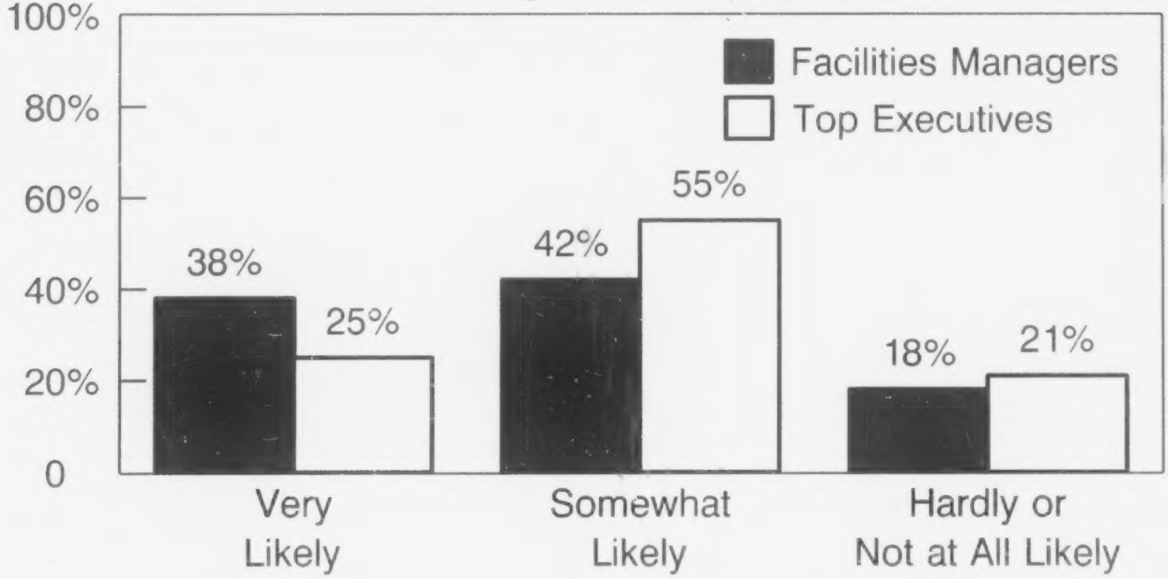
EASE OF MEASURING PRODUCTIVITY

	Top Executives	Facilities Managers	
	1986	1986	1980
(Base: Those who have attempted to measure productivity)	54 %	58 %	92 %
Found It:			
Very easy	8	13	3
Somewhat easy	23	28	18
Somewhat difficult	58	31	45
Very difficult	9	19	23
Impossible	–	3	2
Not sure	2	5	9
(Base: Those who have not attempted to measure productivity)	(96)	(92)	(109)
Think It Would Be:			
Very easy	2	6	3
Somewhat easy	11	11	7
Somewhat difficult	44	47	39
Very difficult	33	28	43
Impossible	7	5	6
Not sure	2	2	2

Exhibit 2-8

Likelihood of Increased Efforts to Measure and Improve Productivity

Facilities Managers vs. Top Executives



Likelihood of Increased Efforts to Measure and Improve Productivity

Trend: Facilities Managers

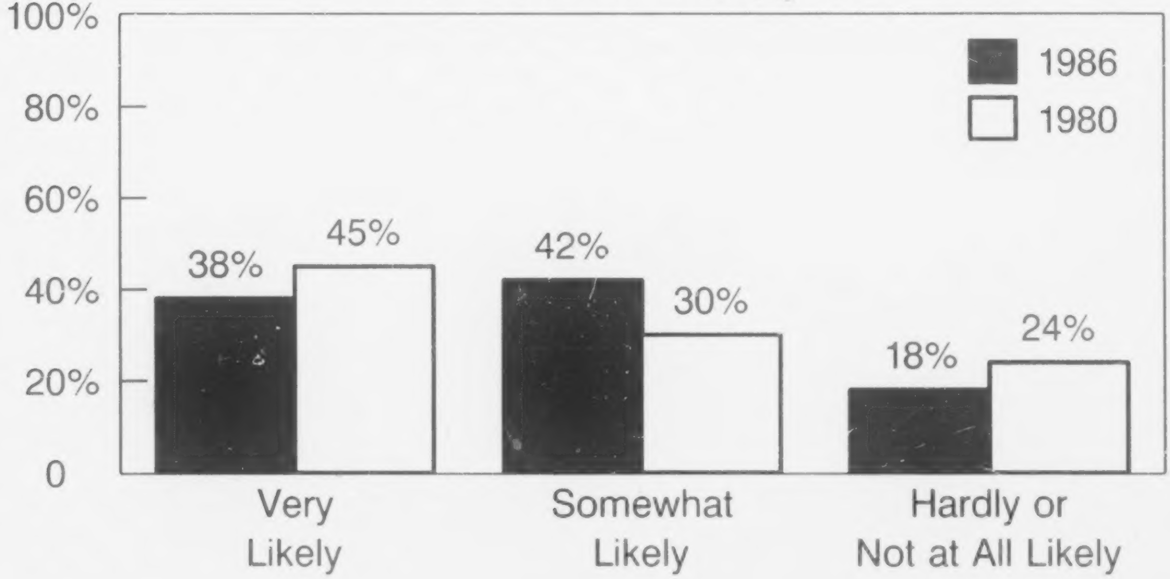


Exhibit 2-9

Importance of Increased Employee Comfort in Trying to Raise Productivity

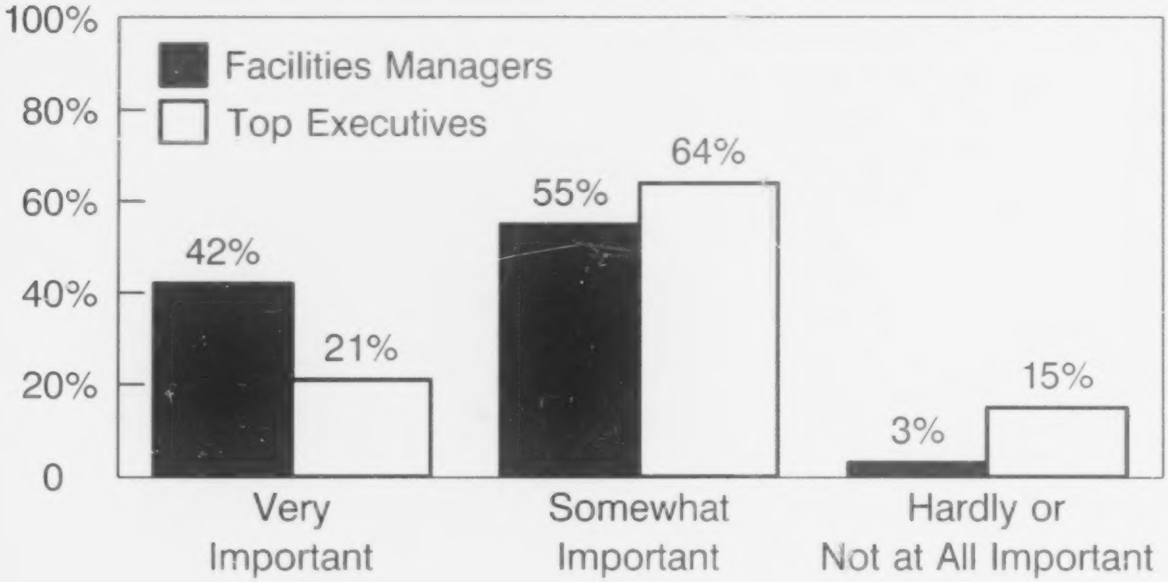
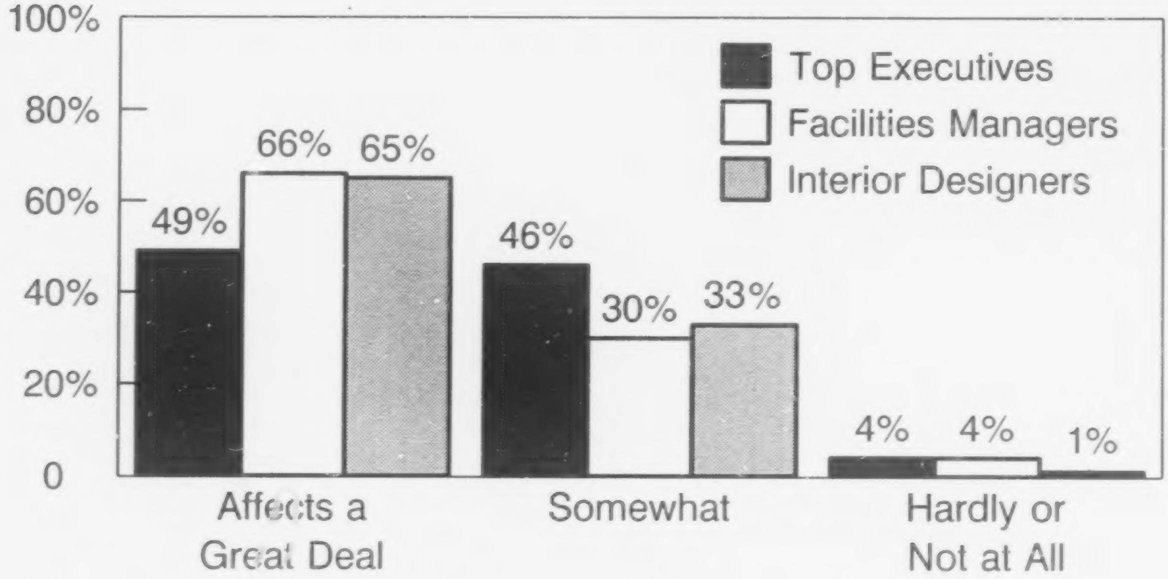


Exhibit 2-10

Effect of Employee Comfort on Job Performance



Effect of Employee Comfort on Job Performance

Trend: Facilities Managers

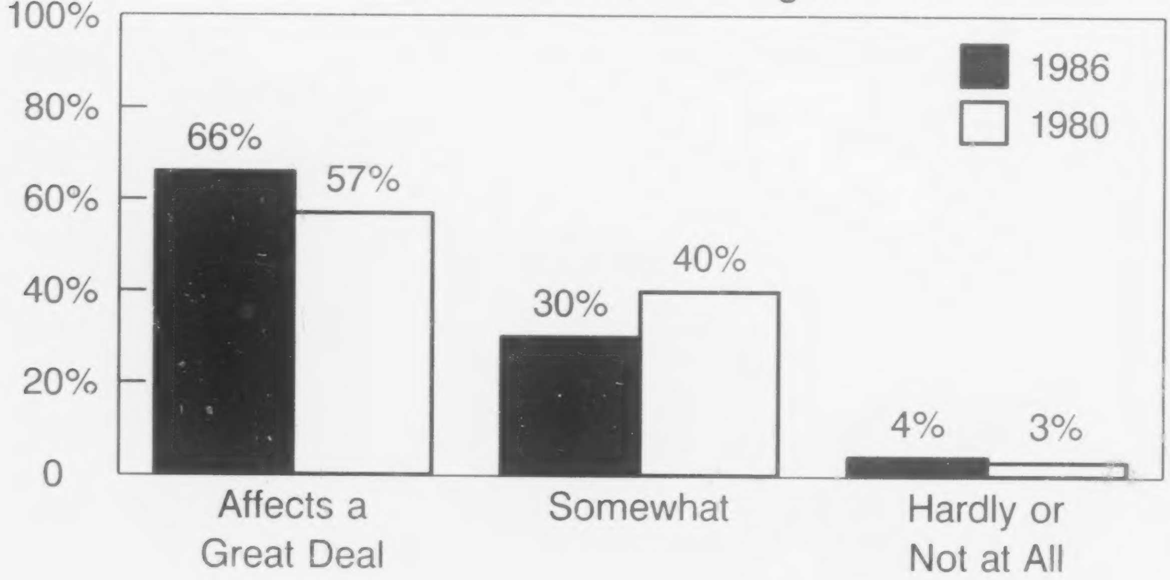
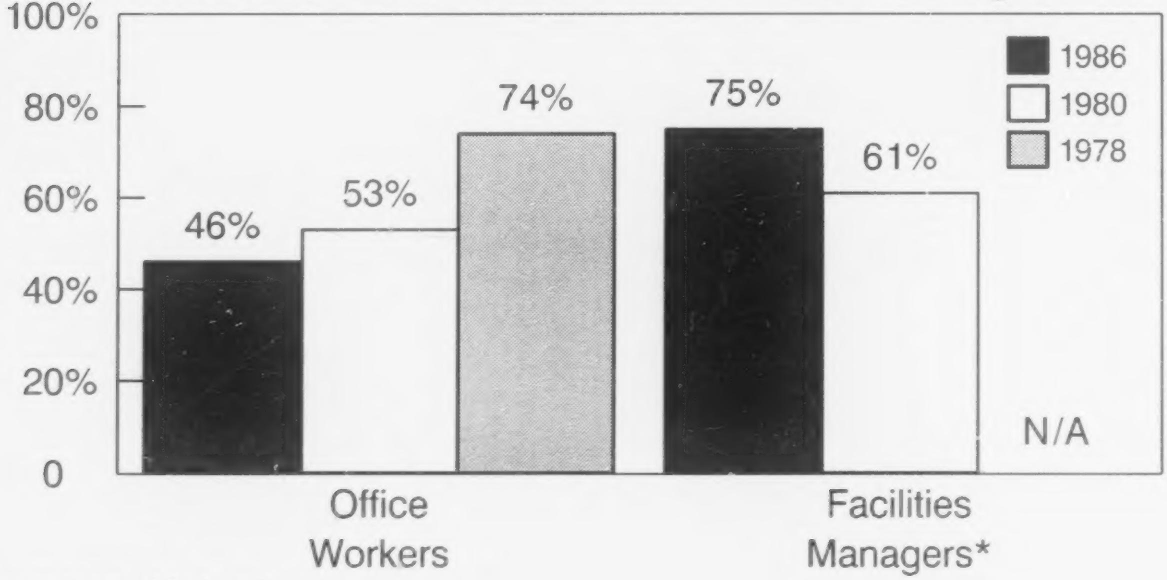


Exhibit 2-11

Percent Saying Office Workers Would Be Able to Do More Work in a Day, if Office Was More Comfortable

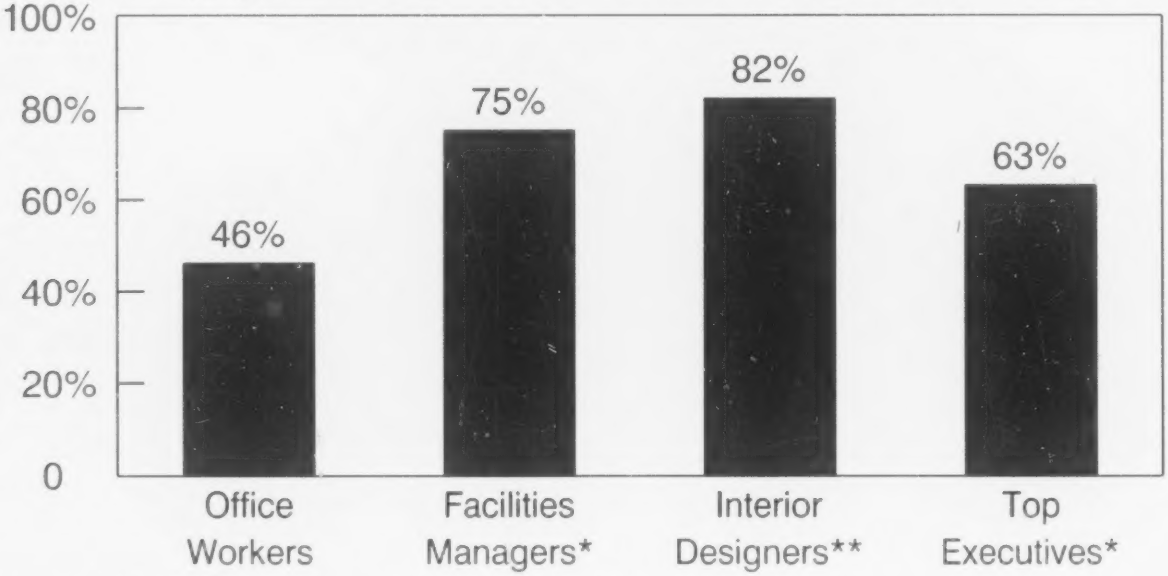
Trends in Office Workers and Facilities Managers



*Answering about their employees

Would a More Comfortable Office Mean Increased Productivity?

Percent Saying Office Workers Would Be Able to Do More Work in a Day



*Answering about their employees **Answering about office workers

EXHIBIT 2-11 (continued)

WOULD A MORE COMFORTABLE OFFICE MEAN INCREASED PRODUCTIVITY?

	Office Workers Answering For Themselves			Top Executives Answering About Their Employees	Facilities Managers Answering About Their Employees		Interior Designers Answering About Office Workers
	1986	1980	1978	1986	1986	1980	1986
Base	1000	1004	1047	150	150	203	150
	%	%	%	%	%	%	%
Would be able to do more work in a day	46	53	74	63	75	61	82
Would not	53	40	23	31	22	31	15
Not sure	1	7	3	6	3	6	3

Exhibit 2-12

Would a More Comfortable Office Mean Increased Productivity? Office Workers in Detail

Percent Saying They Would Do More with More Comfortable Office

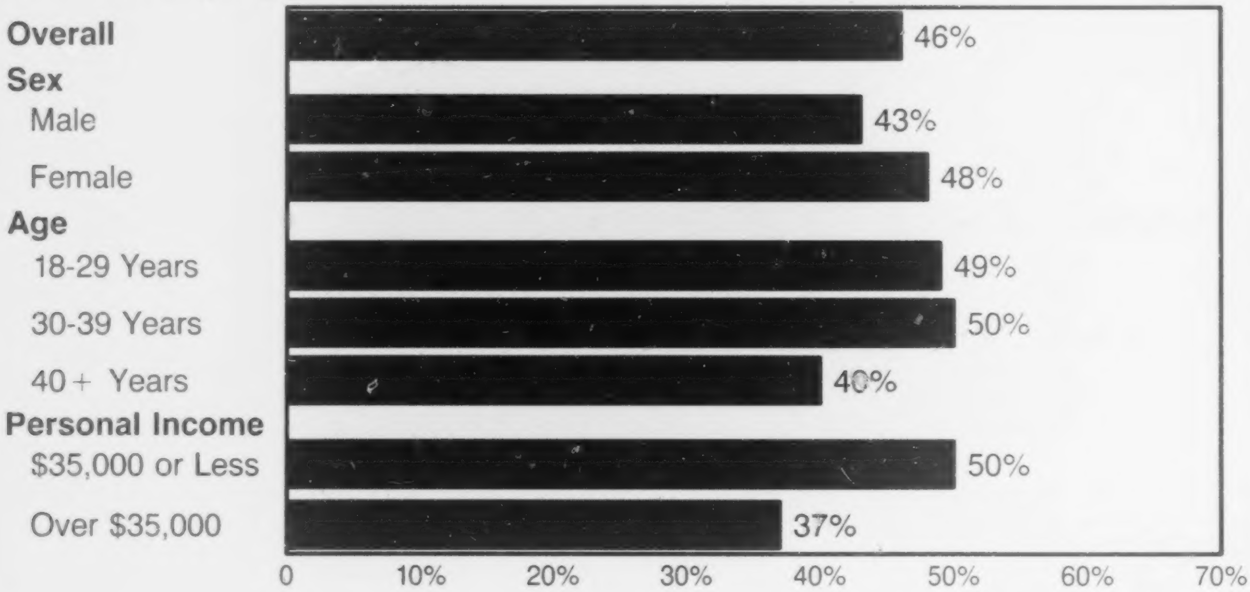
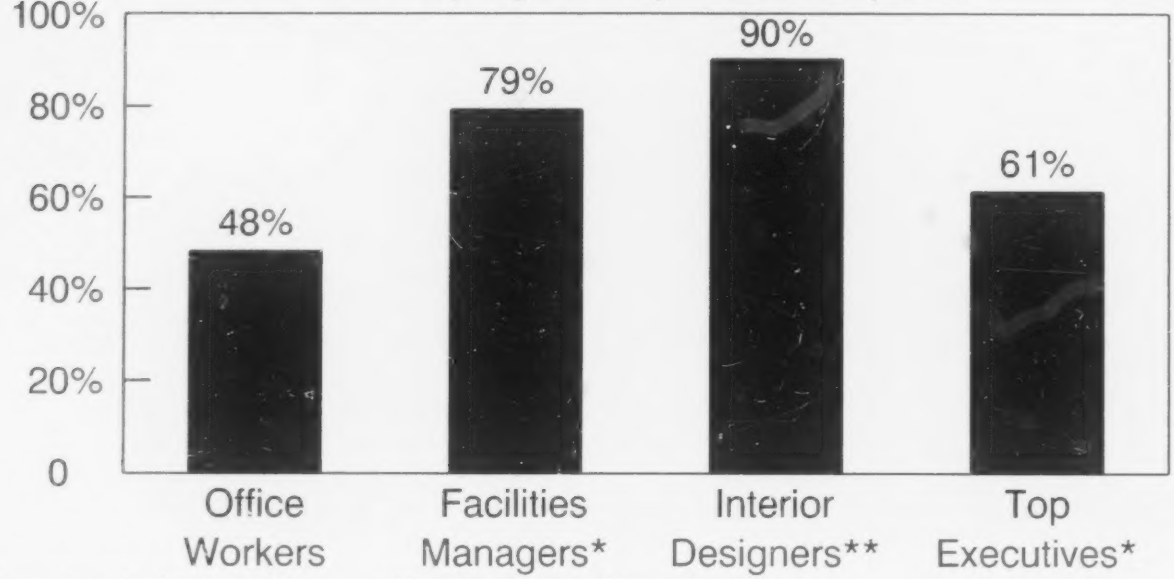


Exhibit 2-13

Would a More Comfortable Office Mean Quality of Work Would Improve?

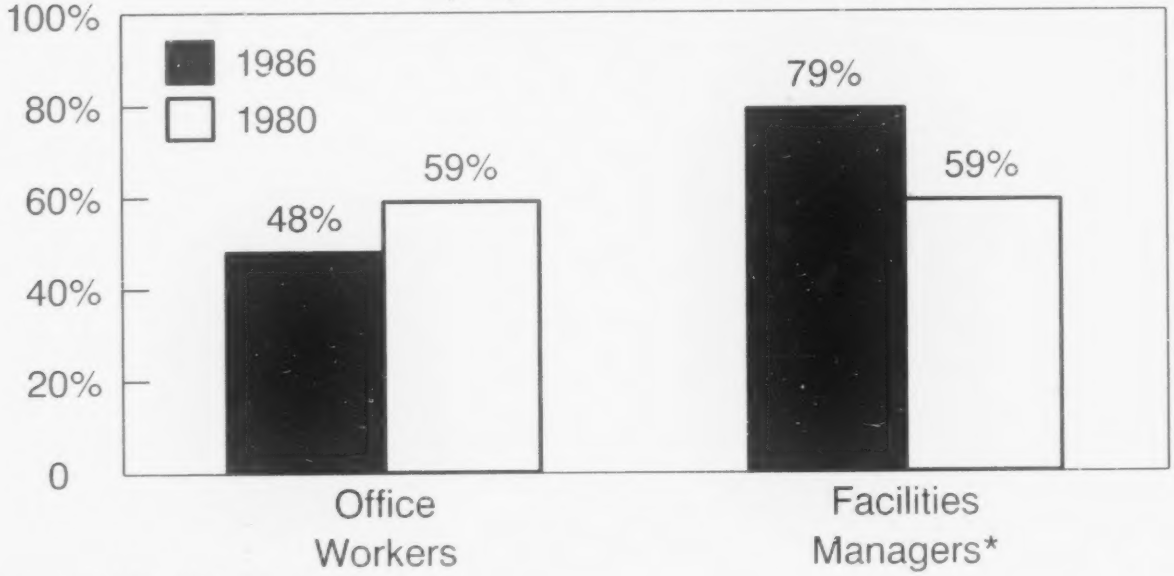
Percent Saying Quality Would Improve



*Answering about their employees **Answering about office workers

Office Workers and Facilities Managers' Trends

Percent Saying Quality Would Improve



*Answering about their employees

Exhibit 2-14

Would a More Comfortable Office Mean Quality of Work Would Improve? Office Workers in Detail

Percent Saying Quality Would Improve

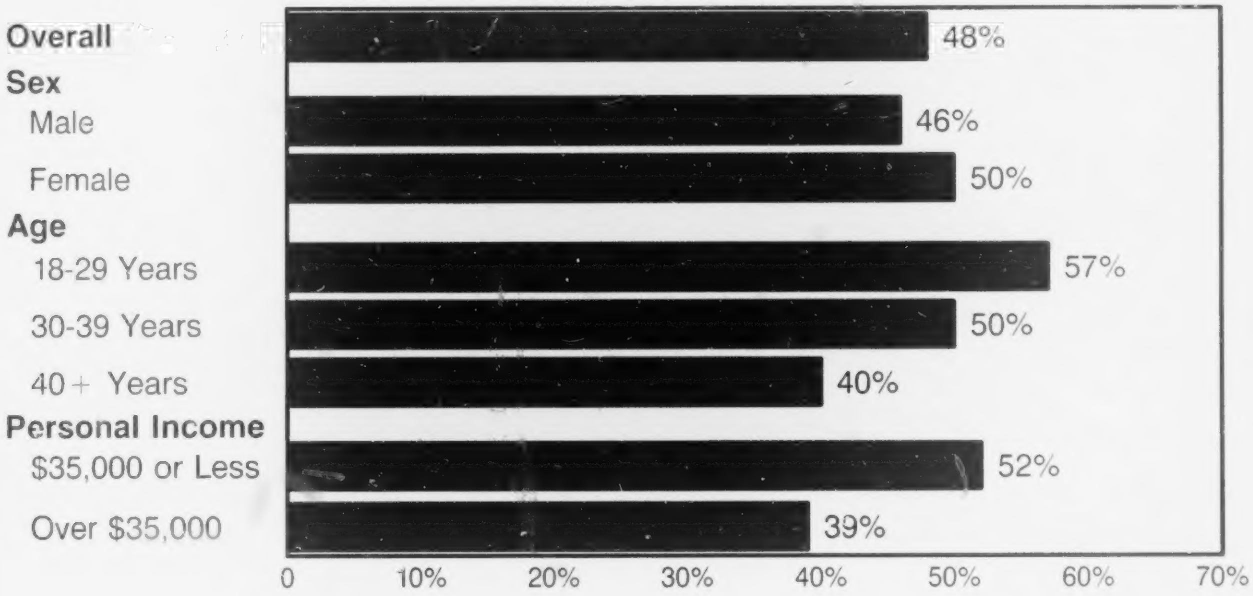


Exhibit 2-15

Office Workers' Comfort with Physical Surroundings

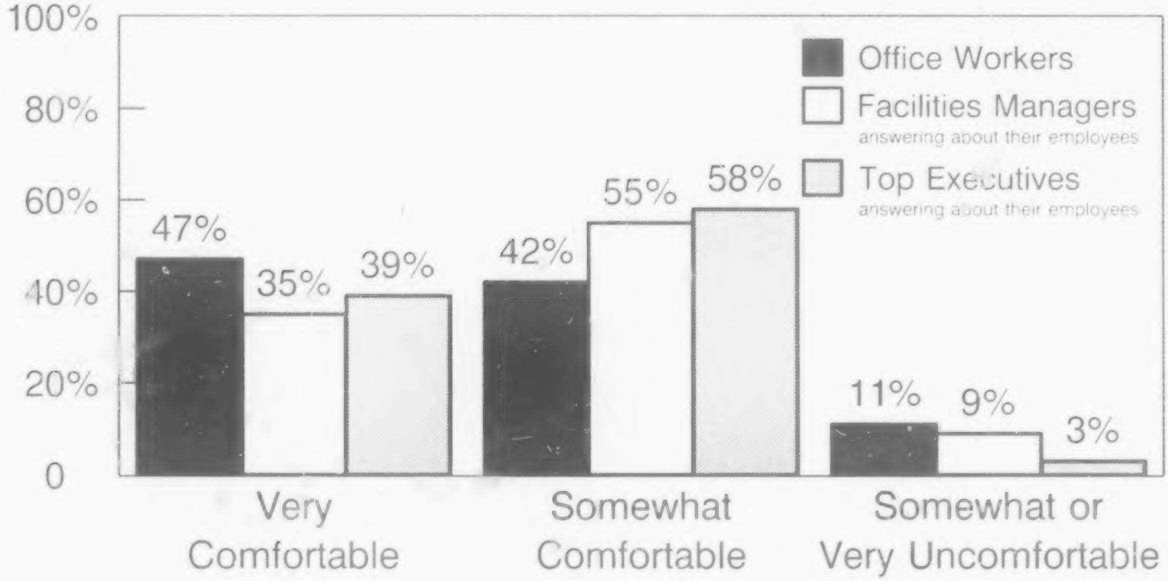
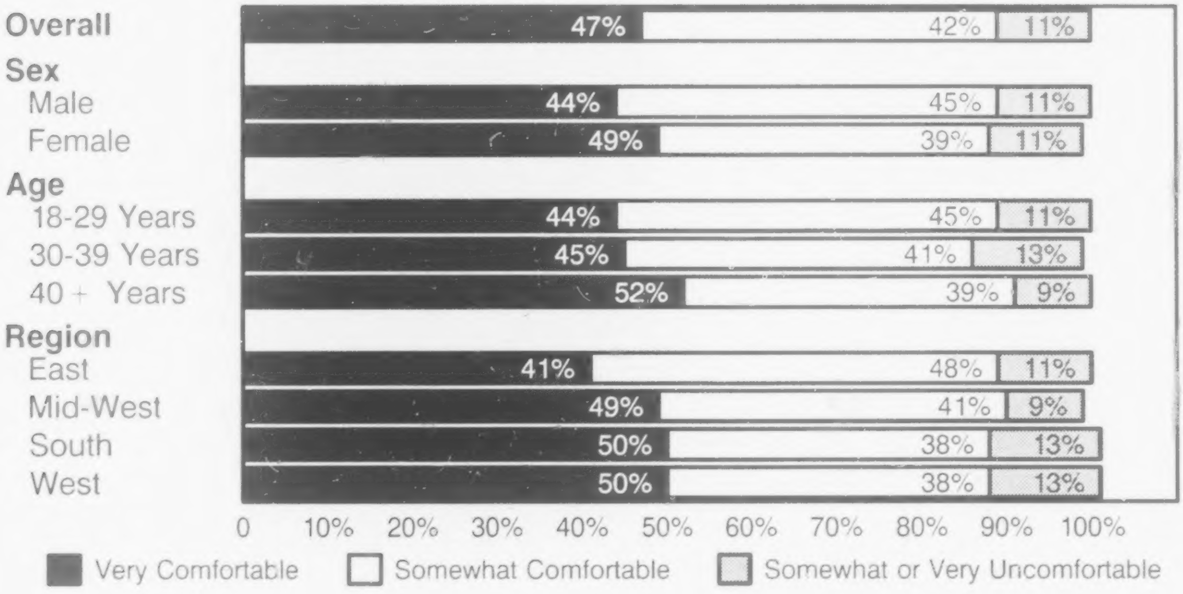


Exhibit 2-16

Office Workers' Comfort with Physical Surroundings: Office Workers in Detail



III. OFFICE DESIGN ISSUES

This section documents key office design issues from three perspectives: the Interior Designer, the Facilities Manager and, finally, the office workers.

First, results are presented on how the experts, interior designers and facilities managers, view key office design issues today and in the future. This discussion is followed by how office workers view design and workspace characteristics and how much "say" they have in workspace decisions.

The Role of the Interior Designer

Contract interior designers have their own special vantage point in evaluating the physical environment and its effect on the work life of the office:

-- 65% of the interior designers say employee comfort affects job performance "a great deal". This is similar to the 66% of facilities managers who hold this view, but is much higher than the 49% of top executives, who feel the same way (Exhibit 2-10).

-- 82% of the interior designers hold that with a more comfortable office, workers would be able to do more in a day. This compares with 75% of facilities managers and 63% of top executives, who feel the same way (see Exhibit 2-11).

-- 90% of this special professional group, compared with 79% of facilities managers and 61% of top executives, see quality of work improving with a more comfortable office (Exhibit 2-13).

Observation:
Both the facilities manager and the contract interior designer approach the office environment from their own vantage point. Both groups clearly attach a higher level of importance to the physical design of the office than do top executives of organizations.
It may well be that the top executives are too far removed from detailed space and design decision-making -- as well as from their office employees -- to assess accurately the

productivity gains that could be made by improving the physical environment. On the other hand, it is natural that facilities managers and, especially, contract designers, would come up with design solutions to work problems.

The Emerging Facilities Manager

It has only been in the last several years that the "facilities manager", as such, has emerged, with the franchise of managing the physical environment of the office in a way that is supportive of the larger aims of the organization.

The findings of The Office Environment Index$_{TM}$ 1987 suggest that facilities managers today believe even more than they did at the beginning of the decade that comfort enhances productivity and quality of work, and that they are much more convinced of this than top executives are. For example:

-- Facilities managers consider employee comfort much more important than top executives do in efforts to increase employee productivity. 42% of the former group say the employee comfort is "very important", compared with 21% of the latter (Exhibit 2-9).

-- By 66% to 49%, facilities managers are more likely than top executives to take the view that employee comfort affects job performance "a great deal", and this 66% reading has risen from 57% in 1980 (Exhibit 2-10).

-- 75% of facilities managers today, up from 61% in 1980, feel a more comfortable office would mean employees could do more work in a day. 63% of top executives take the same point of view (Exhibit 2-11).

-- 79% of facilities managers today, up from 59% six years ago, and compared with 61% of top executives today, believe work quality would improve with a more comfortable office (Exhibit 2-13).

Office Design Priorities Today

For facilities managers, employee productivity is the number one issue in office design today. Seventy-eight percent consider it "very important:, up dramatically from 69% in 1978, when the question was last asked (Exhibit 3-1).

Following in rank order are a number of issues not asked about eight years ago: the cost of space is thought to be "very important by 73%, furniture and office arrangements designed to help people use computer terminals and PC's by 65%, and decreased paperwork due to computerization by 63%.

It is interesting that, while productivity and cost of space top the list of design concerns, and computer arrangements come in next along with concerns about health and safety (61%), expressing the organization's image (60%) and attention to workflow (57%). Other items more related to employee's felt need to participate in the workplace fall further down on the list of design priorities. Considered "very important" by fewer than half of the facilities managers are:

-- Office workers being able to interface with colleagues (48%),

-- A participatory management style (34%, although this is up from 16% in 1978),

-- Office workers' need for privacy (28%).

Interestingly, aesthetics falls to the bottom of the list (27%), just before the use of furniture with wood finishes (25%).

For contract interior designers, concern with employee productivity as a design issue has gone down marginally from 84% "very important" in 1978 to 77% today, taking second place after cost of space (86%).

Furniture and office arrangements to facilitate the use of terminals and PC's is thought to be "very important" by 76%, although compared with facilities managers, designers place less emphasis on decreased paperwork due to computers as a design issue (45%).

Designers are somewhat more sensitive than facilities managers to office workers being able to interface with colleagues (54%), but not to other "participation"-related concerns. They are much more concerned with the personal preferences of top management (63%) and, to a lesser extent, with differences in status among office workers (43%).

Not surprisingly, aesthetics is more a concern of designers than of facilities managers (49%).

It is worth noting that, when interior designers are asked to comment on the factors driving decisions on the part of organization managements to update their office facilities, the desire to increase the work output of office employees is reckoned "extremely important" by 69%, a virtual tie with the need to place departments that work together in close proximity, at 70%.

The perceived importance of attempts to increase productivity through reconfiguring the facilities has risen from a 54% "extremely important" rating in 1978 to 69% today (Exhibit 3-2).

Office Design Priorities In The Next Ten Years

For both facilities managers and designers, furniture and office arrangements designed to help people use computer terminals and PC's shoots up to first place in importance when they consider design priorities for ten years down the line.

Sixty-one percent of facilities managers and 77% of designers say this will be "very important" in ten years.

Exhibit 3-3 shows the rankings: productivity falls several notches in importance, health and safety become less important for facilities managers, stress reduction becomes more important for designers but somewhat less so for facilities managers.

And, although there are slight variations from what is considered important today, neither facilities managers nor interior designers feel that issues related to employee participation in the workplace -- a participatory management style, being able to interface with colleagues and the need for privacy -- will be very important as design issues in the next ten years.

> Observation:
> There is not much evidence in these findings that either facilities managers or designers are attuned to office workers' aspirations to participate more fully in the workplace. As each of these groups of professionals sees it, design priorities will shift slightly in the next ten years from an overriding concern with productivity, the cost of space, and workflow to providing the environment for using terminals and PC's.
>
> As will be seen later, the appropriate design of computer workstations is of great importance in the office of today and of tomorrow, and that design of computer workstations is indeed an important issue in designing for employee comfort and satisfaction.
>
> The computerization of the office is, in fact, a strategy to enhance productivity and basic rethinking of space and furniture and will be necessary if the organizations' investment in hardware, software, and training are to pay off on the bottom line.
>
> At the same time, productivity in an electronics-intensive, rather than labor-intensive environment depends increasingly on the willingness of employees to participate and help solve problems. According to the study findings, the office workers are willing, but neither management nor the

designers are very aware of these employee aspirations or of the frustrations employees experience from lack of fulfilling them.

Office Workers View The Workspace

If workspace and design issues are seen as less important by today's office workers than participation and compensation characteristics, this does not mean that office employees see no room for improvement in their physical surroundings. There are significant gaps between the "very important" and "very true on current job" ratings on three out of the four design and workspace characteristics tested, and the importance of the two items asked both in 1978 and in 1986 has shot up considerably in eight years.

These gaps tend to be greater among women than among men, and for this reason, greater as well among employees earning $35,000 or less (of whom a 69% majority are women) than among those earning more than that salary (of whom 82% are men) (Exhibit 3-4).

To put this observation into context, it should be noted that women also tend to show more of a gap than men do on the "participation"characteristics, on the characteristics having to do with compensation and opportunity, and on those pertaining to convenience, such as hours, location and dress.

But, the special concern that women seem to have for the physical office environment is reflected also in the finding that women (and, again, those earning $35,000 or less) are somewhat more likely than men (and those earning more than that salary) to believe a more comfortable office would mean they could do more work in a day (Exhibit 2-12), and that their work would be of better quality (Exhibit 2-14).

Office Workers' "Say" About Their Workspace

If office workers want more participation in their organizations, it might be interesting to see how much "say" they feel they have about their workspace, furniture, and equipment. Less than half of all office workers (44%) report they have at least "some say" in these matters (Exhibit 3-5).

Slightly over half of top executives feel that their office employees have at least some say (54%), while almost 7 in 10 (69%) of facilities managers report that their employees have the same level of input about their workspace, furniture, and equipment.

If 37% of office workers say it is "very important" that they have a say about their workspace, furniture, and equipment, a lower 23% of top executives, but a higher 46% of facilities managers, guess this would be "very important" to their own office employees. And, facilities managers (34%) are somewhat more likely than top executives (23%) to feel it is very desirable, from a management point of view, to give workers a say in these decisions.

Men and those with higher personal income are more likely to report that they get "some say" than women and those with lower personal income. Those in the smallest organizations (with 100 employees or less) are also more apt to have at least some say, as are -- not surprisingly -- workers who have private offices (Exhibit 3-6).

But, women are much more adamant than men that it is important to **have** a say, and those in the lower income bracket -- disproportionately made up of women -- are also more of this view than are those with higher incomes. There is not much difference in importance, however, by size of company or by type of office accommodations.

> Observation:
> Women are more concerned about the physical details of the office than men are. The importance attributed to design and workspace issues by women -- although this is by no means the only area they focus on -- may reflect a higher level of frustration with their environment due to their generally lower status in the office.
>
> While 85% of female office workers report a personal income of $35,000 or less -- a way of saying they are lower echelon workers -- only 50% of male office workers fall into that category. Conversely, 42% of men, compared with a minuscule 7% of women, earn over $35,000 a year.
>
> More to the point for this discussion, as many as 44% of men say their usual workspace is a private office, compared to only 24% of women. On the other hand, these findings may confirm the common wisdom -- some might call it prejudice -- that women are simply more interested in "the house" and "the furniture" than men are.
>
> Facilities managers have a special role in organizations today, one that has emerged fairly recently. Throughout the findings of this 1987 study, they champion the view that the physical environment of the office **does** make a difference -- they are increasingly of the view, for example, that enhanced employee comfort translates into more productivity and better quality.
>
> They are also more convinced than top executives that office workers attach great importance to having a say about their workspace and that it is good management to give them that say.

Office Workers Rank Comfort Problems

As seen previously, only 11% of office workers say they are even "somewhat uncomfortable" with their physical surroundings at the office (Exhibit 2-15). When office workers are asked to rate the seriousness of eleven potential problems relating to comfort and the physical office environment, however, the temperature being too hot or cold heads the list, with 52% saying this is at least a "somewhat serious" problem (Exhibit 3-7).

Distractions and interruptions caused by people walking by and noise from machines, telephones, and talking are cited next most frequently, with 48% rating each a "very" or "somewhat serious" problem.

Lack of privacy (44%), inadequate storage space (43%), stale, stagnant air (40%) inadequate working space (39%), and other people smoking (37%) follow. It is worth noting that, although only a small percentage say they are uncomfortable when the question is asked on a general basis, even the least troubling specific comfort problems are considered serious by about one-third of office workers: inadequate lighting (33%), lack of access to executives (33%), and people they need to interact with being too far away (29%).

Asked how serious they think each of these problems is for the majority of their office employees, facilities managers correctly identify temperature problems as the number one concern (62% guess most of their office employees would find this at least "somewhat serious").

They also zero in on the twin concerns of office workers after temperature -- distractions and noise -- but attribute more importance to other people smoking and inadequate storage space than workers themselves do.

Interestingly, midwesterners are less likely to see temperature as a problem than office workers in other parts of the country, and easterners stand out in their concern about stale, stagnant air (Exhibit 3-8).

Women are more uncomfortable than men because of the temperature being too hot or too cold and because of stale air.

Those with $35,000 of less in personal income -- a group which, as has been pointed out, consists heavily of women -- express greater discomfort on a number of problems than those earning more than that amount: temperature, stale air, inadequate working space, other people smoking, inadequate lighting.

> Observation:
> After concerns about temperature, office workers worry about a cluster of problems that affect their ability to sit down and get the job done to the best of their ability: distractions and interruptions, noise, lack of privacy. In these findings, office workers have pinpointed problems that may lower their morale as well as their productivity.
>
> Facilities managers are on the mark about office workers' concerns regarding temperature as well as the distraction, noise, and privacy issues that appear next highest on the list of employee discomforts.
>
> But, they overestimate other concerns, such as storage space, ambient smoke, and colleagues being located too far away, and may devote time and resources to solving these problems which would be better spent changing the conditions that bother employers most.

EXHIBIT 3-1

"VERY IMPORTANT" OFFICE DESIGN ISSUES TODAY

	"Very Important"			
	Facilities Managers		Interior Designers	
	1986	1978	1986	1978
Base	150	209	150	225
	%	%	%	%
Employee productivity	78	69	77	84
The cost of space	73	x	86	x
Furniture and office arrangements designed to help people use computer terminals and PCs	65	x	76	x
Decreased paperwork and filing due to computerization and word processing	63	x	45	x
Health and safety in the office environment[1]	61	55	59	42
Expressing the organization's/client's image	60	x	59	x
Attention to workflow and work patterns[2]	57	52	61	67
Office workers being able to interface with colleagues	48	x	54	x
Management's recognition of the value of good office environment	48	x	45	x
The desire to promote serenity and reduce stress	47	x	41	x
Office standards	47	x	41	x
The personal preferences of top management	45	47	63	55

(continued)

EXHIBIT 3-1 (continued)

"VERY IMPORTANT" OFFICE DESIGN ISSUES TODAY

	"Very Important"			
	Facilities Managers		Interior Designers	
	1986	1978	1986	1978
Base	150	209	150	225
	%	%	%	%
A participatory management style[3]	34	16	33	22
Differences in status among office workers[4]	33	36	43	44
Office workers being able to work away from their personal workstation if the need arises	33	x	26	x
Providing more space per worker	33	x	19	x
Office workers' need for privacy	28	x	28	x
Word processing pools that reduce the need for private secretaries	27	23	31	26
Aesthetics	27	x	49	x
The use of furniture with wood finishes	25	x	17	x

---

[1] In 1978, asked only about "safety".

[2] In 1978, "Increased attention to the design of the workflow in an office."

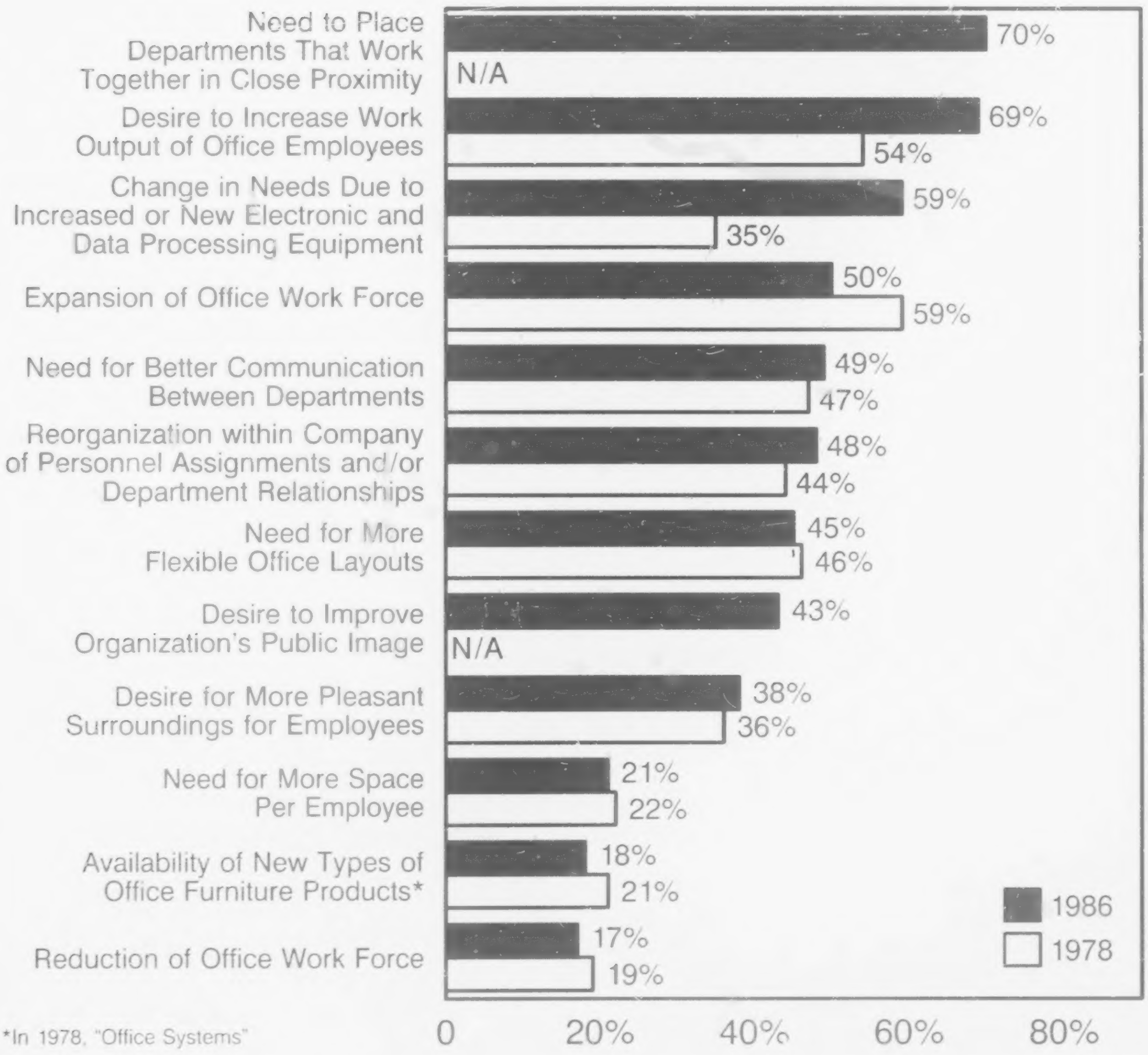
[3] In 1978, "Democracy in the workplace."

[4] In 1978, "Status differentiation in office design."

x = Not asked.

Exhibit 3-2

"Extremely Important" Factors in Decisions to Update Facilities



*In 1978, "Office Systems"

EXHIBIT 3-3

OFFICE DESIGN ISSUES EXPECTED TO BECOME MORE IMPORTANT IN THE NEXT TEN YEARS

	Facilities Managers		Interior Designers	
	1986	1978	1986	1978
Base	150	209	150	225
	%	%	%	%
Furniture and office arrangements designed to help people use computer terminals and PCs	61	x	77	x
The cost of space	53	x	58	x
Decreased paperwork due to computerization and word processing	52	x	61	x
Employee productivity	51	65	53	69
Attention to workflow and work patterns[2]	43	60	49	60
The desire to promote serenity and reduce stress	38	x	51	x
Health and safety in the office environment[1]	37	38	53	39
Word processing pools that reduce the need for private secretaries	36	55	43	57
Expressing the organization's/client's image	31	x	41	x
Office workers being able to work away from their personal workstations if the need arises	29	x	39	x
Management's recognition of the value of good office environment	29	x	51	x
Providing more space per worker	28	x	16	x

(continued)

EXHIBIT 3-3 (continued)

OFFICE DESIGN ISSUES EXPECTED TO BECOME MORE IMPORTANT IN THE NEXT TEN YEARS

	Facilities Managers		Interior Designers	
	1986	1978	1986	1978
Base	150	209	150	225
	%	%	%	%
A participatory management style[3]	26	36	37	33
Office workers being able to interface with colleagues	25	x	29	x
The personal preferences of top management	23	18	16	19
Office standards	23	x	39	x
The use of furniture with wood finishes	23	x	17	x
Aesthetics	22	x	35	x
Office workers' need for privacy	21	x	17	x
Differences in status among office workers	15	13	14	12

---

[1] In 1978, asked only about "safety".

[2] In 1978, "Increased attention to the design of the workflow in an office."

[3] In 1978, "Democracy in the workplace".

[4] In 1978, "Status differentiation in office design"

x = Not asked

Exhibit 3-4

Design and Workspace Characteristics

Office Workers by Sex

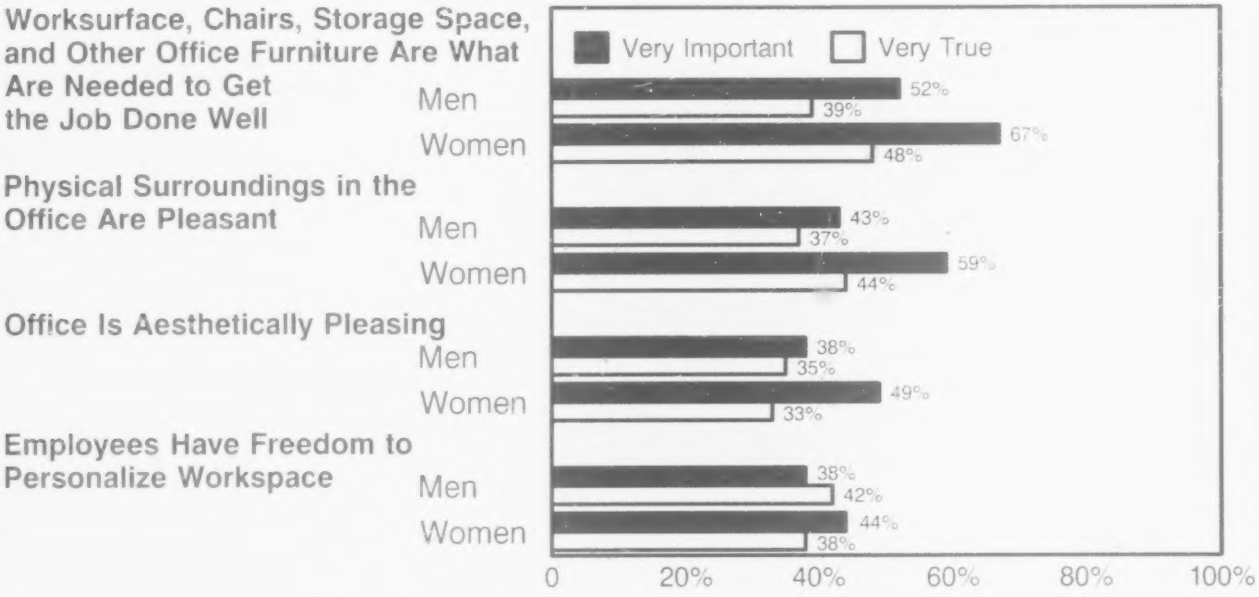


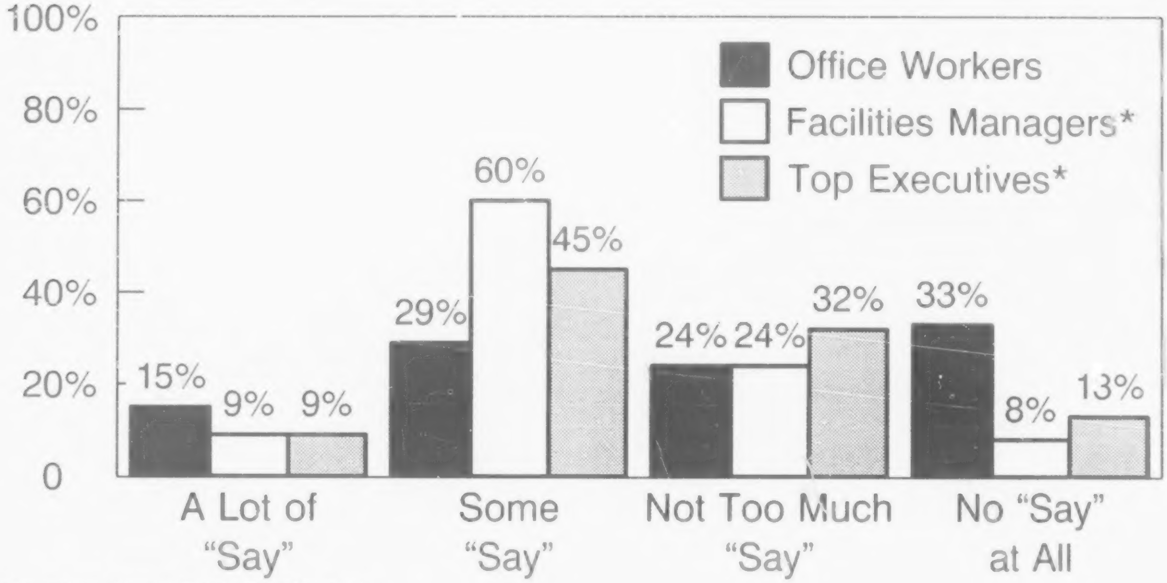
EXHIBIT 3-4 (continued)

DESIGN AND WORKSPACE CHARACTERISTICS:
OFFICE WORKERS IN DETAIL

	Total Office Workers	Sex		Age			Personal Income	
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%
The Work Surface, Chairs, Storage Space, and Other Office Furniture Are What Are Needed to Get the Job Done Well								
Very Important	61	52	67	61	60	61	64	46
Very True	44	39	48	45	44	42	45	38
The Physical Surroundings in the Office Are Pleasant								
Very Important	52	43	59	56	49	54	57	40
Very True	41	37	44	43	38	42	41	41
The Office is Aesthetically Pleasing								
Very Important	44	38	49	46	40	47	48	33
Very True	34	35	33	33	32	36	33	32
Employees Have the Freedom to Personalize Workspace								
Very Important	42	38	44	42	40	41	42	36
Very True	40	42	38	43	38	39	38	47

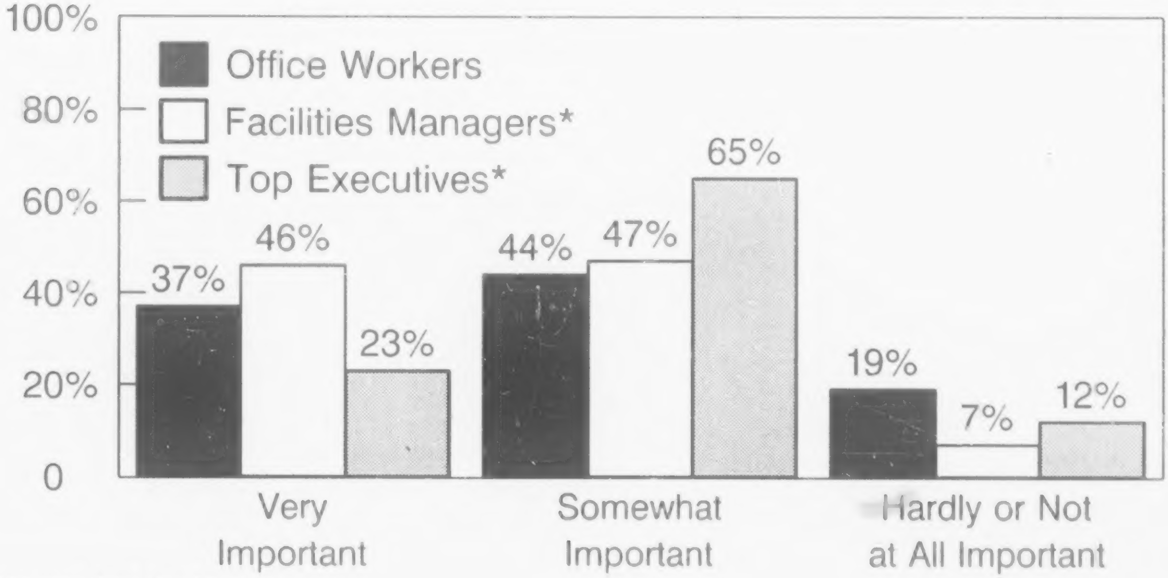
Exhibit 3-5

Office Workers' "Say" About Their Workspace, Furniture, Equipment



*Answering About Their Employees

How Important Is It for Office Workers to Have a "Say" About Their Workspace, Furniture, Equipment



*Answering About Their Employees

Exhibit 3-5, Continued

From Management's Viewpoint, How Important is it for Office Workers to Have a Say About Their Workspace, Furniture, Equipment

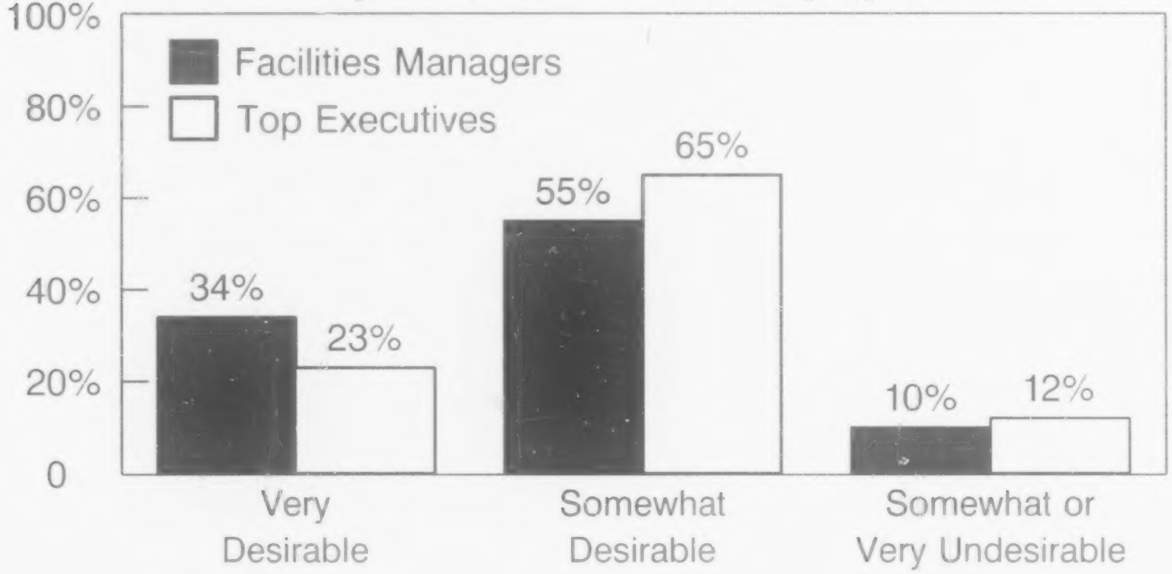
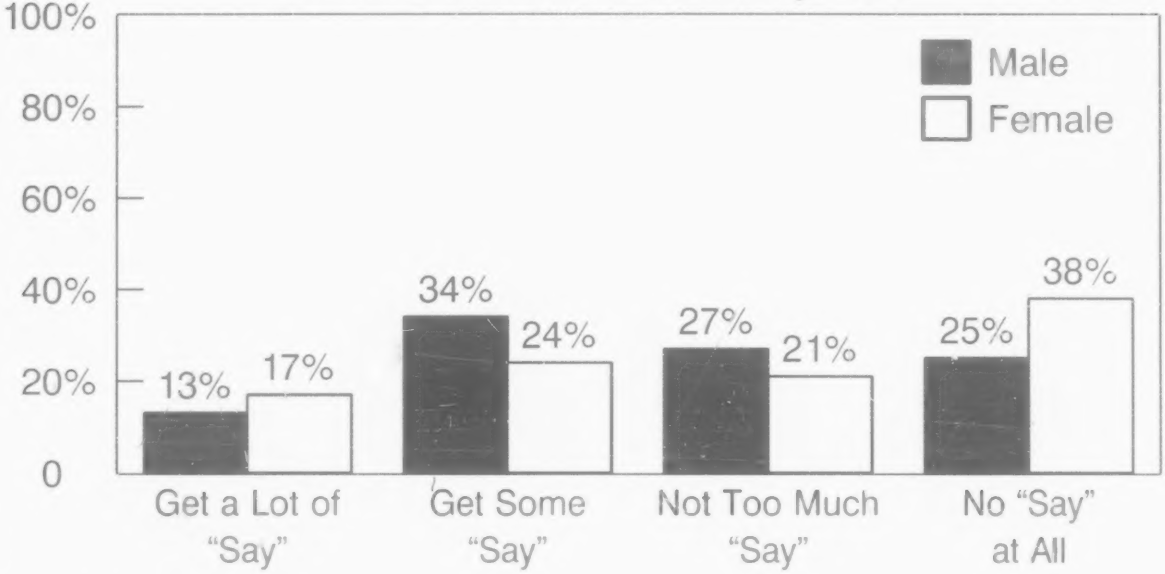


Exhibit 3-6

Office Workers' "Say" About Their Workspace, Furniture, Equipment

Office Workers in Detail: By Sex



How Important is it for Office Workers to Have a "Say" About Their Workspace, Furniture, Equipment

Office Workers in Detail: By Sex

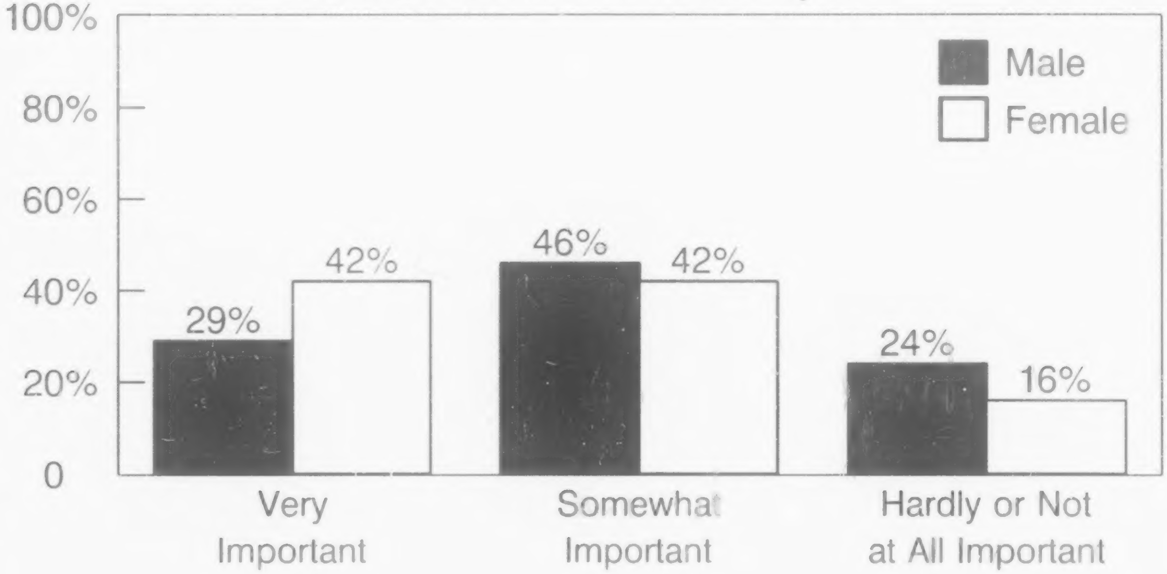


EXHIBIT 3-6 (continued)

OFFICE WORKERS' "SAY" ABOUT THEIR WORKSPACE, FURNITURE, EQUIPMENT:
OFFICE WORKERS IN DETAIL

	Total Office Workers	Sex		Age			Personal Income	
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%
Get a lot of say about workspace, furniture, equipment	15	13	17	12	13	18	13	16
Get some say	29	34	24	33	26	29	29	31
Not too much	24	27	21	23	28	20	23	29
Not at all	33	25	38	31	33	32	36	24
Very important to have a say	37	29	42	34	37	40	38	31
Somewhat important	44	46	42	46	45	41	45	43
Hardly/Not at all important	19	24	16	19	19	18	17	26

(continued)

EXHIBIT 3-6 (continued)

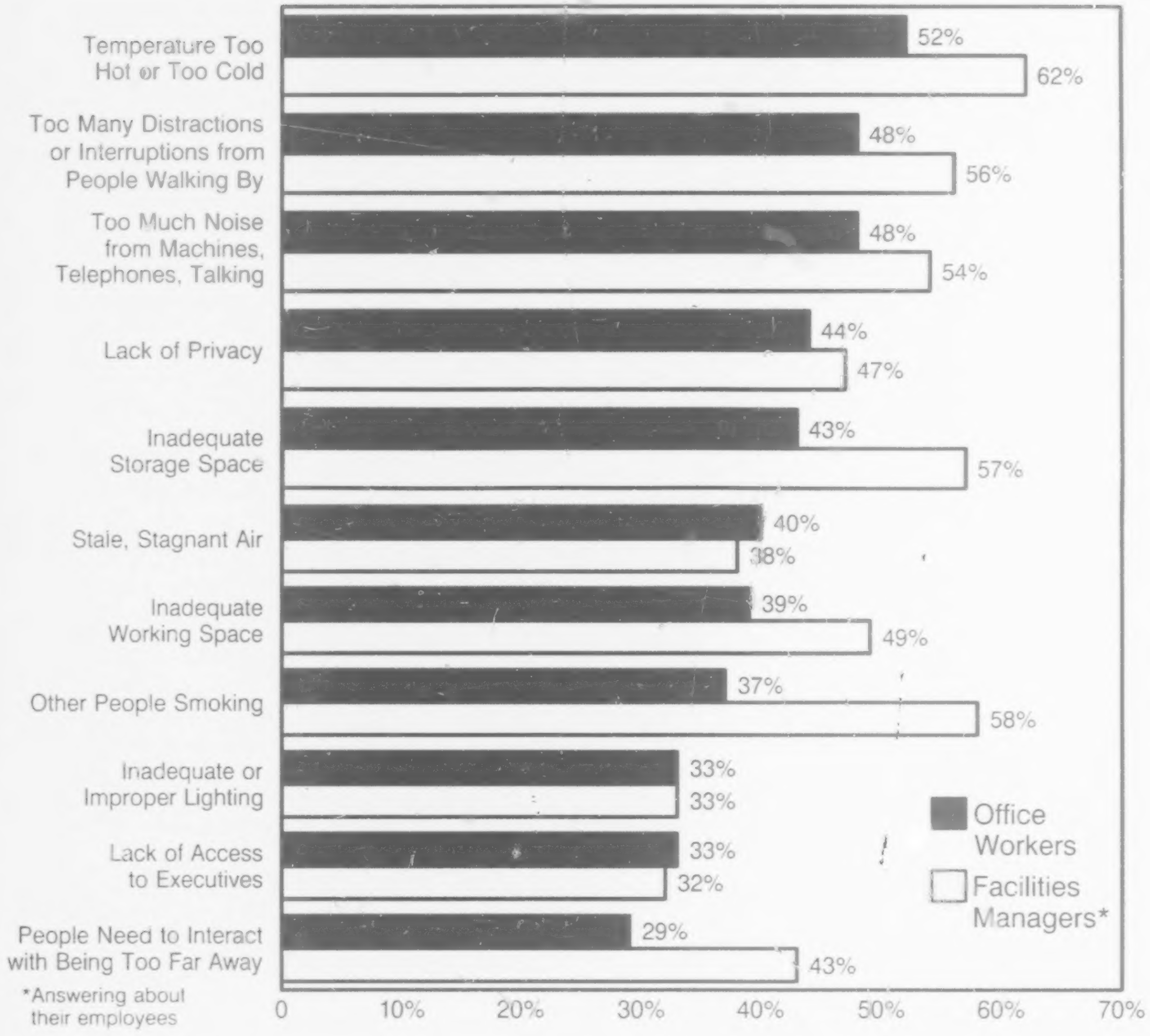
OFFICE WORKERS' "SAY" ABOUT THEIR WORKSPACE, FURNITURE, EQUIPMENT:
OFFICE WORKERS IN DETAIL

		Size of Company Employees Nationwide				Usual Workspace		
	Total Office Workers	100 or Less	101-500	501 - 5,000	Over 5,000	Private	Partitioned	Open
Base	1000	132	170	242	236	344	311	332
	%	%	%	%	%	%	%	%
Get a lot of say about workspace, furniture, equipment	15	28	18	12	12	22	8	14
Get some say	29	29	27	29	33	35	26	24
Not too much	24	23	25	25	24	21	31	19
Not at all	33	19	30	34	32	20	35	42
Very important to have a say	37	39	38	36	35	38	37	36
Somewhat important	44	41	40	42	46	43	45	43
Hardly/Not at all important	19	20	21	21	19	19	19	21

Exhibit 3-7

Serious Office Comfort Problems

"Very" or "Somewhat Serious"



*Answering about their employees

EXHIBIT 3-8

SERIOUS OFFICE COMFORT PROBLEMS: OFFICE WORKERS IN DETAIL
("Very" or "Somewhat Serious")

	Total	Region				Sex		Age			Personal Income	
	Office Workers	East	Mid-west	South	West	Male	Female	18-29 Years	39-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000 %	279 %	277 %	259 %	185 %	440 %	560 %	245 %	356 %	370 %	688 %	233 %
Temperature too hot or too cold	52	54	46	53	56	42	59	55	52	49	57	39
Too many distractions or interruptions from people walking	48	49	47	46	50	46	49	44	49	48	47	47
Too much noise from machines, telephones, talking	48	46	45	50	50	46	48	49	48	45	48	45
Lack of privacy	44	44	42	46	45	43	44	42	48	41	44	43
Inadequate storage space	43	43	43	45	40	44	43	44	43	42	43	42
Stale, stagnant air	40	50	33	37	39	34	44	40	41	39	44	27
Inadequate working space	39	43	42	35	36	39	39	44	39	35	41	36
Other people smoking	37	37	37	32	41	36	37	41	33	35	37	31
Inadequate or improper lighting	33	38	28	31	34	32	34	33	35	32	35	27
Lack of access to executives	33	36	29	33	33	32	33	38	31	31	32	32
People need to interact with being too far away	29	31	27	27	30	31	27	31	28	27	27	36

IV. THE PHYSICAL OFFICE ENVIRONMENT

Kinds of Office Arrangements

Office workers spend a median of seven hours a day in their personal workspace (Exhibit 4-1) and one hour a day in meetings (Exhibit 4-2), with women, employees in the lower income tier, and those in partitioned and open offices putting in the most hours in their space. Added up to weeks, months, and years, office workers spend a formidable amount of time in their personal workspace.

As show in Exhibit 4-3, about a third of office workers have private offices, a third have partitioned space that is part of an"open plan" system, and a third share an open space with other workers. Men and those who themselves earn more than $35,000 are more likely to have a private office than women and those who earn less, and the likelihood of having a private office also increases with age.

What would they prefer? A 57% majority want a private office, but as many as 25% would still prefer the open plan, even given the choice, and 17% want to share space with others. Almost everyone who now has a private office wants to keep one. A 52% majority of those who now are in open plan offices would rather have private space, although a substantial 41% want to stay in a partitioned office.

Interestingly, 40% of those now in a completely open space want to remain in that kind of environment; 26% of that group want a private office. Men are more likely than women, and higher-salaried employees more likely than lower, to prefer a private office. And, the preference for a private office is higher among those over 30 years of age than among those younger than 30.

Those who currently have private offices are markedly more likely than average to be men, to be 40 years of age or older, and to personally earn more than $35,000 a year (Exhibit 4-4). They are much more likely than those with other kinds of workspace to perceive the quality of working life in the country as having improved over the past ten years, and to see a great deal of connection between doing their jobs well and getting the things they want most out of life (Exhibit 4-5).

They are also much more apt than those sharing open space with others and, particularly, than those in partitioned space, to express the highest level of satisfaction with their own job. Moreover, the "participation gap" reported earlier is much less apparent for workers in private offices than for those in partitioned or open space. For example, having a challenging job is almost equally important for employees in the three different types of offices, but those in private offices are significantly more likely than others to say that is true for them in their present jobs.

Having the privacy to work without distractions is only marginally more important to those in private offices but -- not surprisingly -- much more true for them than for others. Again, those in private offices attach only slightly more importance to having the freedom to decide how to do their own work, but this is much more true for them on the jobs they have now than it is for others.

However, workers in private offices are not any different from other office workers in assessing their own productivity -- they think they are doing as much as they can now -- and are less likely than those in other kinds of offices to say they would be able to do more or better work with a more comfortable office, perhaps because, in their cases, there is less room for improvement.

Those in private offices are more likely than others to say they are "very comfortable" with their physical surroundings on the job. When it comes to specific comfort problems, those in private offices understandably are somewhat less concerned than others about noise, temperature, lack of privacy, inadequate storage space and working space, stale air, and other people smoking.

> Observation:
> It appears that workers who currently have private offices are less alienated than those in partitioned or open space. It makes sense that employees in this group are more comfortable with their surroundings, and it is tempting to link their expressed comfort level with their higher job satisfaction and their greater sense of optimism about the quality of working life in general and the value of doing their jobs well.
>
> But, the findings do not necessarily show that simply giving employees a private office would make them less alienated. Those who have private offices today tend to be the office elite. They are paid better than their colleagues in other space arrangements and are still predominantly male. Executives tend to be professional optimists.
>
> Their private offices may, indeed, offer them greater comfort, but their sense of participation is probably a function of their status and responsibility in the organization. And, their private offices may contribute to

their being out of touch with the aspirations of lower level employees.

Nor is a private office everybody's clear preference. True, given the choice, most employees overall would prefer to have one. But, substantial proportions of workers in partitioned and even completely open space would opt to stay in those kinds of offices, if it were up to them.

Planning for Change: The Use of PC's and Terminals

The proliferation of personal computers and terminals in the office represents a quantum change in the environment, affecting not only workflow and the way tasks are managed, but the health and comfort of office employees as well. As has been seen, facilities managers and designers list the computerization of the office as the foremost emerging design issue (see Exhibit 3-5).

A 66% majority of office workers say they use a PC or terminal in the office, including equipment used for word processing (Exhibit 4-6). They report spending a median of three hours a day at the PC or terminal; 21% say they work at the computer five hours a day or more. Use of terminals and PC's is somewhat higher among women and lower-echelon employees than among men and those earning more than $35,000, and tends to decrease with age and increase with size of organization as measured by number of employees nationwide. Despite these differences, however, a majority of workers in each major subgroup report using a terminal or PC on the job.

Executives' Computers and What They Do With Them

Nearly half of top executives report that they have a terminal or PC in their own offices (Exhibit 4-7). The findings suggest that executives under 40 years of age, and women executives, are more likely than older executives and men to have a computer in their offices.

Of those who have a terminal or PC, a strong majority claim that they use it regularly, and nearly all say they use it at least sometimes. Only 2 in 5 of this group claim to be "very proficient" at using the computer, with nearly three-quarters saying they are at least "somewhat proficient". Over one-quarter say they are "not too" or "not at all" proficient. Again, the findings suggest that younger executives and women have a greater computer proficiency than older executives and men.

A slim majority of executives who have a PC or terminal in their offices say it does not matter to them if people entering their offices are aware of the equipment. Over one-quarter, however, want people to be aware of the PC or terminal, while just under one in five do not want people to be aware.

Office Dealer Implications of Terminals and PC's

Among office workers who use terminals and PC's, 33% say they are "very comfortable" with the furniture and the way the workspace is set up for using the computer, while another 41% are "somewhat comfortable" (Exhibit 4-8).

One-quarter claim to be "very" or "somewhat" uncomfortable. Those who use the terminal or PC five hours or more a day have a higher-than-average level of comfort with the furniture and workspace.

Those office workers who are not comfortable with their furniture or the way the workspace is set up for the PC or terminal above all report that the equipment takes up too much space and that the table the computer (keyboard) is on is too high (Exhibit 4-9).

From their perspective, 47% of facilities managers report that employees have complained about the setup for using computers and that they have raised some of these same issues, in a slightly different order: the table is too high (or the chair too low); the equipment takes up too much space; and -- in addition -- the chair has no real back support (Exhibit 4-10).

Glare on the screen is more often reported as a problem by facilities managers tnan by computer users themselves.

A strong 78% majority of interior designers claim they consider specific need at the terminal and PC users "a great deal" when working on office designs (Exhibit 4-11). They emphasize, above all, the need for soft lighting to avoid glare on the screen and for an adjustable chair that can go high (or low) enough.

Focus On Office Chairs

A hefty 89% of interior designers rate the comfort of the chair "very important" in helping an office employee get his or her job done well, ranking it a close second place after task lighting (91%) (Exhibit 4-12). (The adjustability of the chair, specifically, comes in at 66%).

As further evidence that the office chair merits special attention, 73% of design professionals say chairs are "very important" in their office designs (Exhibit 4-13). Only 40% of designers, however, guess that office chairs would be "very important" to office employees, although 88% in all say they would be at least "somewhat important".

But, speaking about their own employees, 76% of facilities managers and a lower 57% of top executives feel office chairs are "very important" to them. For their part, 60% of office workers nationwide say their chairs are "very important" to them, while another 25% say "somewhat important".

Like other elements of office design, chairs are especially important to women and to employees in the lower-income positions (Exhibit 4-14). The importance of office chairs also increases fairly dramatically with age.

Office workers, facilities managers, and designers all agree on the most important characteristic of an office chair: that it can be sat in for long periods and still be comfortable (Exhibit 4-15).

Being able to turn or swivel on its base is also important to all three groups, as is offering exceptional comfort with a minimum of adjustment and having an adjustable seat height. Having adjustments that are easy to understand and use is important to all three groups, but more so to interior designers than to facilities managers or office workers. Of less importance are arm rests, and style, design, color, and fabric fall down to the bottom of the list.

How satisfied are office workers with the chairs they currently have? Sixty-nine percent, down slightly from 73% in 1980, say they are satisfied, while 30% say they would prefer some other kind of chair (Exhibit 4-16). Top executives and facilities managers correctly guess that, on the whole, their office employees are satisfied with their chairs. Women and employees earning $35,000 or less are less satisfied than men or those earning more (Exhibit 4-17).

The number of office workers reporting their chairs were designed "very well" for the type of job they do has dropped markedly since 1980, from 58% then to 46% today (Exhibit 4-18).

Fully 80% say they need to adjust their chairs "only rarely" or "never" (Exhibit 4-19), while 74% report their office chair does not restrict their reaching, twisting, or shifting positions very much, if at all (Exhibit 4-20).

Although less than a majority of office workers now say their chair is very well designed for their job, 67%, up from 62% in 1980, now feel that a more comfortable chair would not help them do more work in a day, while 32% feel it would help them be at least somewhat more productive (Exhibit 4-21).

In 1980, office workers were slightly more likely to say "a better chair", as it was put then, would help them do at least somewhat more work. A thin 51% majority of top executives and a bigger 63% majority of facilities managers (although down from 71% in 1980) believe their office employees could accomplish at least somewhat more with a more comfortable chair.

Would a more comfortable chair lead to improved work quality? Seventy percent of office workers say "no", a reading unchanged since 1980 when the question referred to an "improved" chair (Exhibit 4-22). A bare 50% plurality of top executives agree, but 61% of facilities managers -- up dramatically from 38% in 1980 -- say a more comfortable chair would mean better work.

Finally, office workers, top executives, facilities managers, and interior designers were asked how important office chairs are in showing the status of office workers. Just over half of all office workers -- 52% -- say chairs are at least "somewhat important" in this regard, up from 44% in 1980.

Top executives (61%), facilities managers (70%), and interior designers (76%) attach even more importance to office chairs in showing status than do office workers (Exhibit 4-23).

Office workers in the south are marginally less likely to attach status importance to office chairs, as workers 40 years old or more and those earning over $35,000 (Exhibit 4-24).

Observation:
Everyone thinks office chairs are important. Concern is shown about comfort when sitting for long periods, maneuverability, and adjustments. Aesthetic concerns are far less important.

Perhaps, because most are still satisfied with their present chair, or perhaps simply because they feel pushed to their limit on productivity already, office employees -- despite the opinions of their bosses -- are doubtful that a more comfortable chair would help them do more work each day.

Exhibit 4-1

Time Office Workers Spend in Personal Workspace

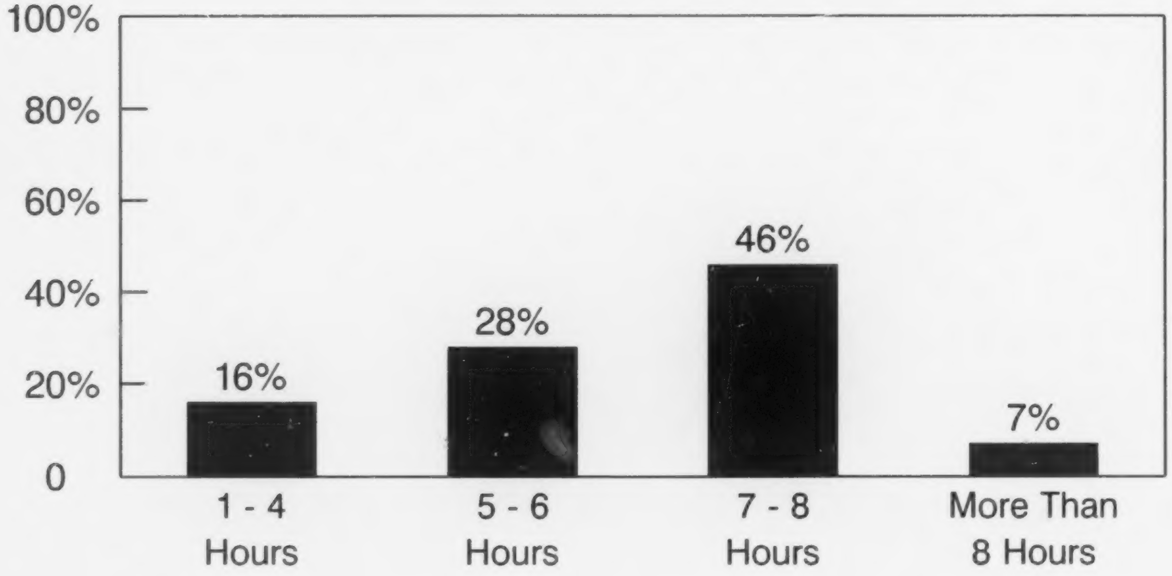


EXHIBIT 4-1 (continued)

TIME OFFICE WORKERS SPEND IN PERSONAL WORKSPACE

	Total Office Workers	Sex		Age		
		Male	Female	18-29 Years	30-39 Years	40+ Years
Base	1000	440	560	245	356	370
	%	%	%	%	%	%
1-2 hours a day	3	5	2	3	4	2
3-4 hours a day	13	19	10	15	16	10
5-6 hours a day	28	34	25	28	31	27
7-8 hours a day	46	33	57	44	43	52
More than 8 hours a day	7	8	7	9	6	7
Median hours a day	7	6	7	7	6	7

	Personal Income		Usual Workspace		
	$35,000 or Less	Over $35,000	Private	Partitioned	Open
Base	688	233	344	311	332
	%	%	%	%	%
1-2 hours a day	2	7	2	2	4
3-4 hours a day	11	19	17	13	11
5-6 hours a day	28	37	33	29	23
7-8 hours a day	53	27	35	51	54
More than 8 hours a day	6	11	12	3	8
Median hours a day	7	6	6	7	7

EXHIBIT 4-2

TIME OFFICE WORKERS SPEND IN MEETINGS

	Total Office Workers	Sex		Age			Personal Income		Usual Workspace		
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000	Private	Parti-tioned	Open
Base	1000	440	560	245	356	370	688	233	344	311	332
	%	%	%	%	%	%	%	%	%	%	%
None	35	19	47	43	30	34	43	8	17	39	48
1 - 2 hours a day	52	63	44	50	57	51	48	70	61	54	43
3 - 4 hours a day	5	10	3	2	7	6	2	12	12	4	1
5 - 6 hours a day	2	3	1	2	2	3	1	7	5	1	2
7 - 8 hours a day	1	1	*	1	*	*	*	1	*	*	1
More than 8 hours a day	*	*	*	-	-	1	*	-	*	*	*
Median hours a day	1	1	1	1	1	1	1	1	1	1	-

---

*Less than 0.5%

Exhibit 4-3

Usual and Preferred Office Arrangement

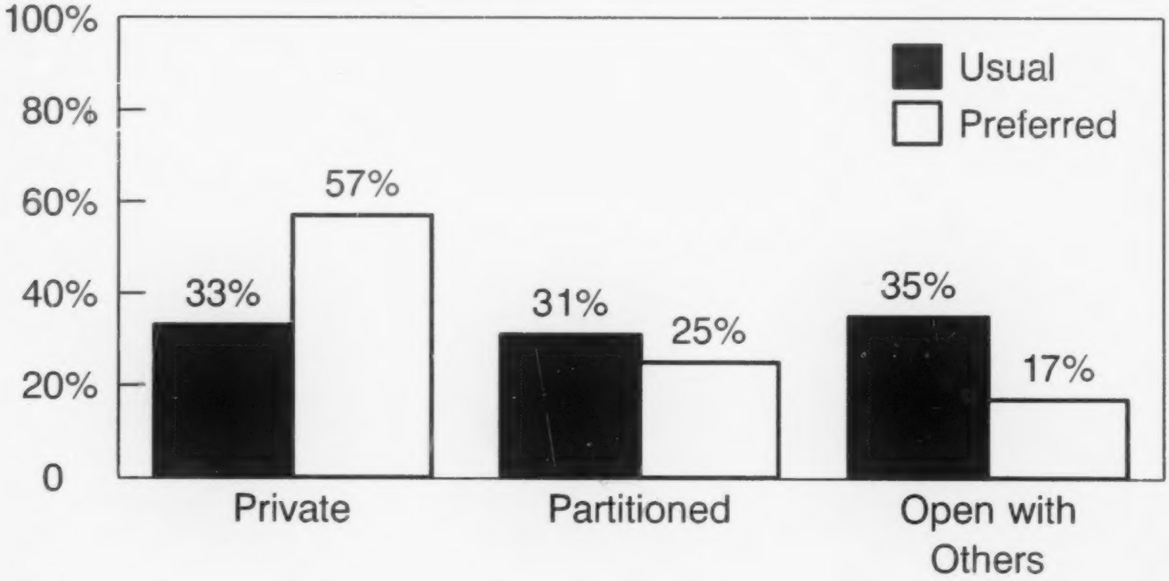


EXHIBIT 4-3 (continued)

USUAL AND PREFERRED OFFICE ARRANGEMENTS

	Total Office Workers	Sex		Age			Personal Income		Usual Workspace		
		Male	Female	18-29 Years	30-39 Years	40+ Years	$35,00 or Less	Over $35,000	Private	Parti- tioned	Open
Base	1000	440	560	245	356	370	688	233	344	311	332
	%	%	%	%	%	%	%	%	%	%	%
Usual Workspace:											
Private	33	44	24	19	32	43	21	67	100	-	-
Partitioned	31	26	34	36	34	24	34	20	-	100	-
Open with others	35	28	41	42	32	31	43	13	-	-	100
Other	1	1	1	1	1	1	1	1	-	-	-
Preferred Workspace:											
Private	57	68	49	47	63	60	49	80	95	52	26
Partitioned	25	18	30	28	24	23	29	14	3	41	33
Open with others	17	13	19	23	13	15	21	5	2	6	40
Other	1	1	1	1	-	1	1	-	*	1	1

---

*Less than 0.5%

EXHIBIT 4-4

WHO'S IN THE THREE TYPES OF WORKSPACES

	Office Workers	Usual Workspaces		
		Private	Partitioned	Open
Base	1000	344	311	332
	%	%	%	%
Sex				
Male	43	58	37	34
Female	57	42	63	66
Age				
18 - 29 years	26	15	31	31
30 - 39 years	35	34	39	32
40+	37	49	29	33
Personal Income				
$35,000 or less	70	45	77	86
Over $35,000	22	45	14	8

EXHIBIT 4-5

KEY JOB CHARACTERISTICS BY TYPE OF WORKSPACE

	Office Workers	Usual Workspaces		
		Private	Partitioned	Open
Base	1000	344	311	332
	%	%	%	%
Quality of Working Life in This Country				
Improved	56	64	51	54
Grown Worse	18	14	18	21
Stayed Same	22	19	27	21
Connection Between Doing Job Well and Getting Things You Want				
Great Deal	53	62	47	50
Only Some	35	31	42	33
Hardly At All	11	5	10	17
Job Satisfaction				
Very Satisfied	42	57	29	40
Somewhat Satisfied	42	34	51	41
Somewhat Dissatisfied	13	8	16	15
Very Dissatisfied	3	1	3	4
Comfort With Physical Surroundings On Job				
Very Comfortable	47	56	40	45
Somewhat Comfortable	42	37	47	42
Somewhat Uncomfortable	9	7	11	9
Very Uncomfortable	2	*	2	4
Productivity				
Certainly do as much as can	46	45	44	48
Probably do as much as can	25	26	28	22
Could probably do more	28	27	27	30
Would a More Comfortable Office Increase Productivity				
Would be able to do more work	46	38	48	53
Would not	53	61	51	46
Would a More Comfortable Office Mean Better Quality of Work				
Quality would improve	48	36	50	58
Would not	50	62	48	41

Exhibit 4-6

Office Workers' Use of Terminals and PCs

Percent Using

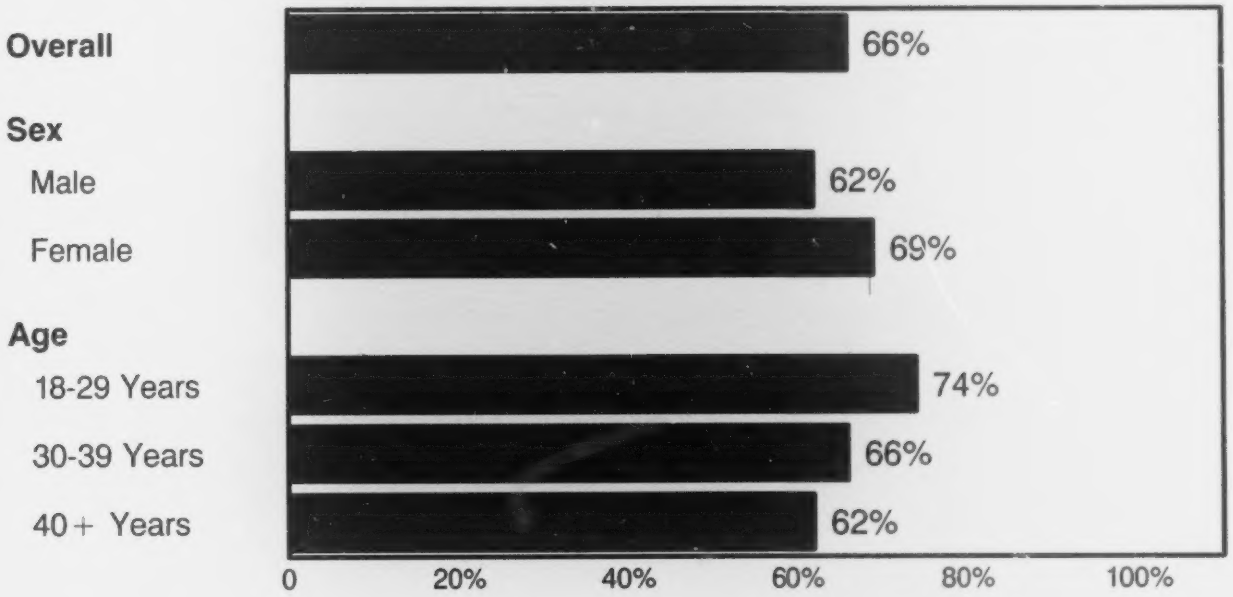


EXHIBIT 4-6 (continued)

OFFICE WORKERS' USE OF TERMINALS AND PCs: OFFICE WORKERS IN DETAIL

	Total Office Workers	Region				Sex		Personal Income	
		East	Mid-west	South	West	Male	Female	$35M or Less	Over $35M
Base	1000	279	277	259	185	440	560	688	233
	%	%	%	%	%	%	%	%	%
Use	66	68	59	70	67	62	69	69	63
Don't use	34	31	40	30	33	38	31	31	36
Median hours use average workday:	3	3	3	3	4	2	4	4	2

	Age			Size of Company Employees Nationwide			
	18-29 Years	30-39 Years	40+ Years	100 or Less	101-500	501-5,000	Over 5,000
Base	245	356	370	132	170	242	236
	%	%	%	%	%	%	%
Use	74	66	62	51	67	64	76
Don't use	26	34	37	49	33	36	24
Median hours use average workday:	4	3	2	2	2	3	3

Exhibit 4-7

Top Executives' Use of Terminals and PCs

Percent Using

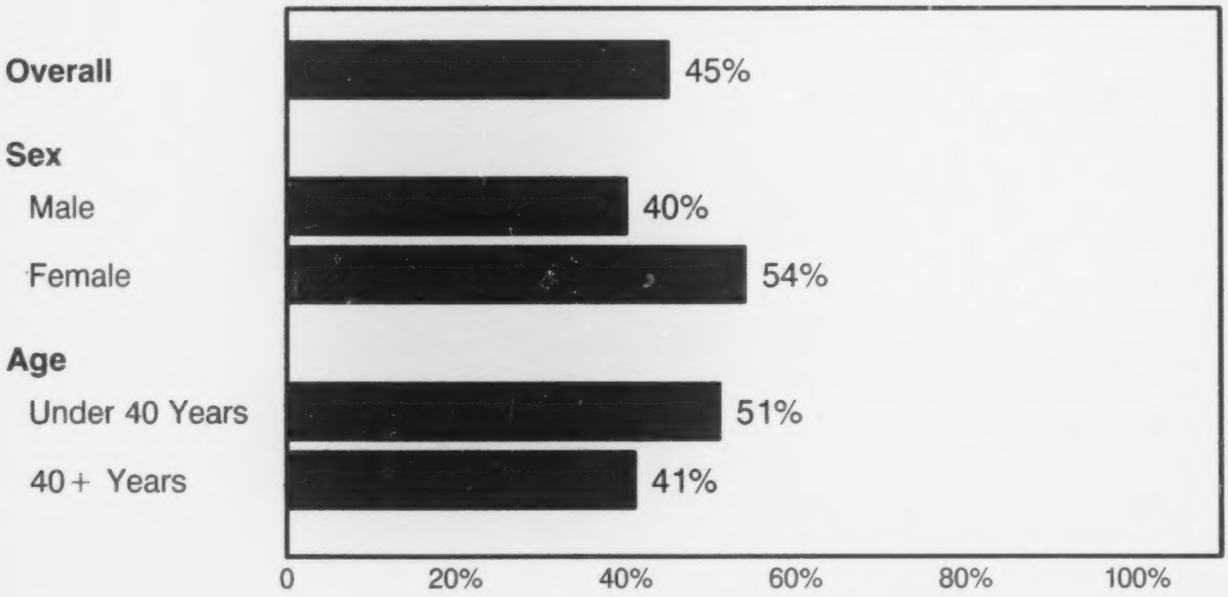


EXHIBIT 4-7 (continued)

TOP EXECUTIVES' USE OF TERMINALS AND PCs

	Total Top Executives	Age		Sex	
		Under 40	40+	Male	Female
Base	150	49	97	104	46
	%	%	%	%	%
Have terminal or PC	45	51	41	40	54
Don't have	55	49	59	60	46
(Base: Have terminal or PC)	(67)	(25)	(40)	(42)	(25)
Use it regularly	69	68	70	69	68
Sometimes	22	32	18	19	28
Not very often	7	-	10	10	4
Never	1	-	3	2	-
Claim to be very proficient at using terminal or PC	39	56	28	36	44
Somewhat proficient	34	40	33	29	44
Not too proficient	22	4	33	29	12
Not at all proficient	4	-	8	7	-
Want people entering office to be aware of terminal or PC	27	36	23	29	24
Don't want people to be aware	19	28	15	21	16
It doesn't matter (Vol.)	52	36	60	48	60
Depends who (Vol.)	1	-	3	2	-

Exhibit 4-8

Office Workers Comfort with Present Furniture or Workspace for Using Terminal or PC

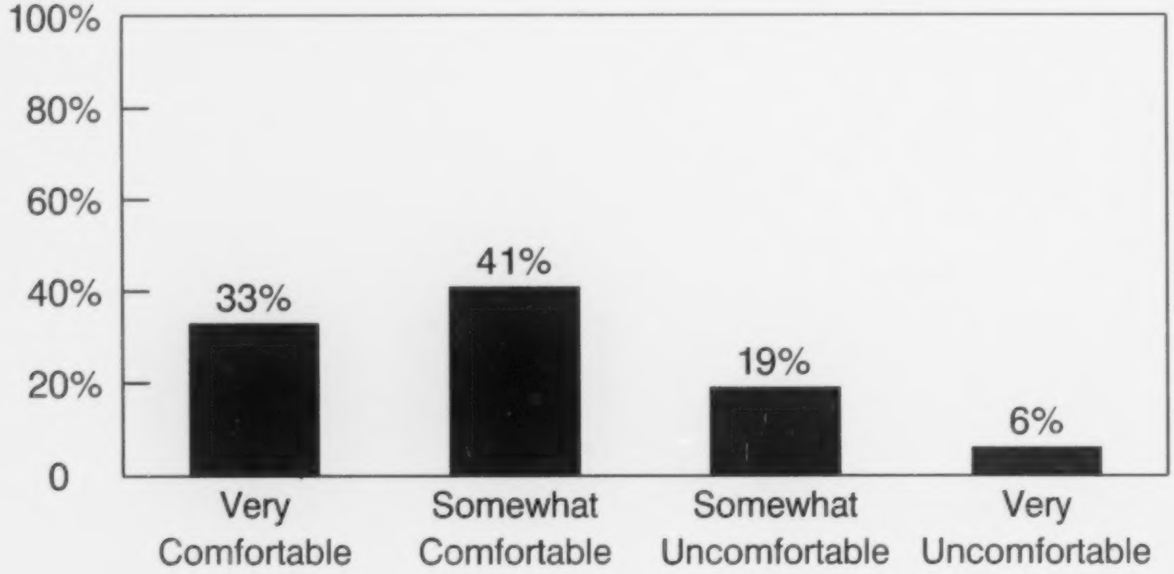


EXHIBIT 4-8 (continued)

COMFORT WITH FURNITURE OR WORKSPACE FOR USING TERMINAL OR PC

Base: Those who use terminal or PC

	Total Office Workers	Sex		Age		
		Male	Female	18-29 Years	30-39 Years	40+ Years
Base	646	267	379	178	232	224
	%	%	%	%	%	%
Very comfortable	33	30	35	33	31	34
Somewhat comfortable	41	44	40	41	40	43
Somewhat uncomfortable	19	20	18	19	22	17
Very uncomfortable	6	5	7	7	7	5

	Employees Nationwide				Use Terminal/PC Five or More Hours A Day
	100 or Less	101-500	501-5,000	Over 5,000	
Base	69	110	151	178	203
	%	%	%	%	%
Very comfortable	36	37	31	32	42
Somewhat comfortable	39	37	41	40	39
Somewhat uncomfortable	23	21	20	19	14
Very uncomfortable	2	4	8	8	4

Exhibit 4-9

What Terminal/PC Users Are Uncomfortable With

Base: Office Workers Who Are Uncomfortable with Furniture or Way Workspace Is Set Up for Terminal/PC Use

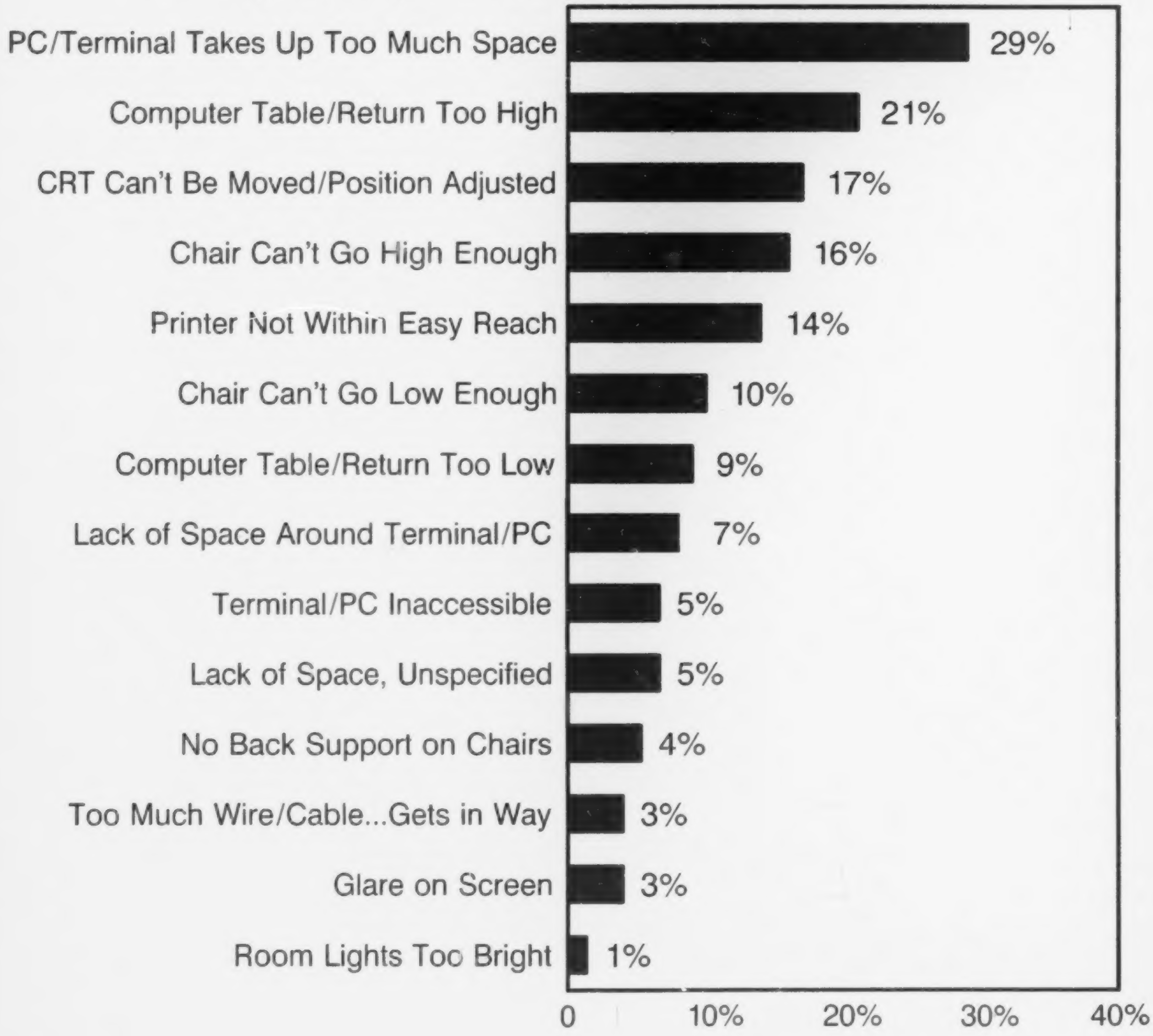


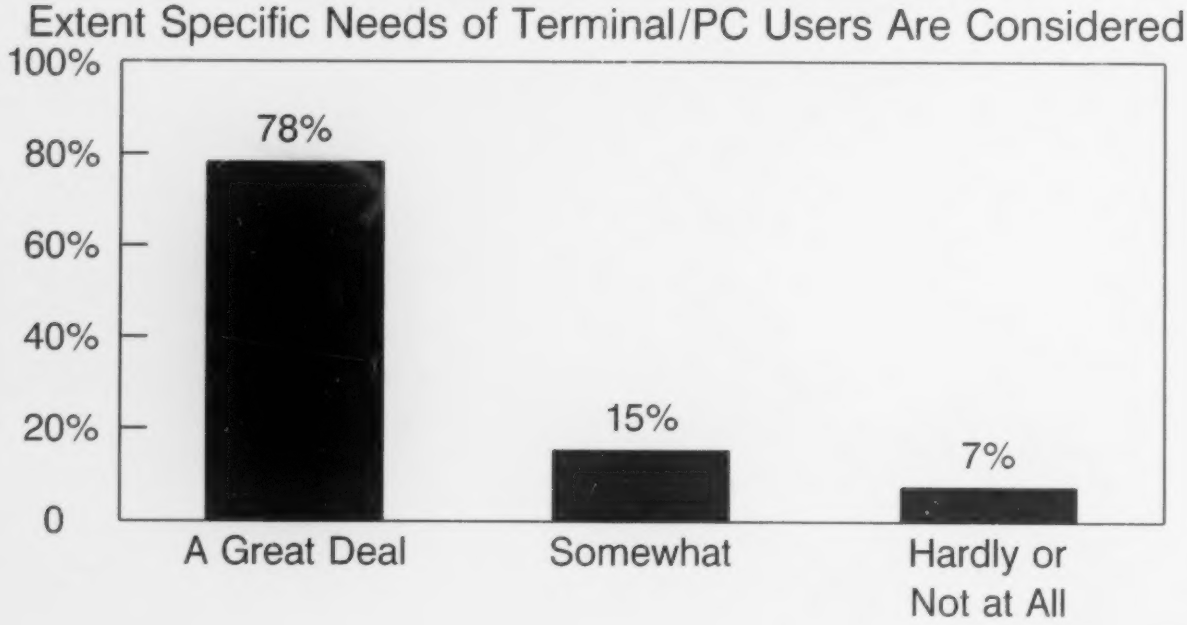
EXHIBIT 4-10

COMPLAINTS TO FACILITIES MANAGERS ABOUT FURNITURE OR WAY WORKSPACE IS SET UP FOR TERMINAL/PC USE

	Facilities Managers
Base	150
	%
Employees have complained	47
Employees have not complained	49
Not sure	4
(Base: Those reporting employees have complained)	(70)
Complaints:	
Computer table/return too high	26
Chairs can't go high enough	24
PC/terminal takes up too much space	21
No/poor back support or chairs	21
Glare on screen	19
Printer not within easy reach	17
CRT can't be moved/position adjusted	13
Chair can't go low enough	13
Computer table/return too low	13
Room lights are too bright	13
Lack of space	9
Too much wire/cable -- gets in way	3
Median % of users who have complained	11%

Exhibit 4-11

Interior Designers' Concerns with Needs of Terminal/PC Users



	Interior Designers
Base	150
	%
Specific Concerns:	
(Base: Consider needs "a great deal" or "somewhat")	(140)
Need soft lighting to avoid glare on screen	69
Need adjustable chair that can go high enough	55
Need adjustable chair that can go low enough	52
Need computer table/return that's low enough	26
Need computer table/return that's high enough	26
Need dedicated space/shelf/cabinet for PC/ terminal so that it doesn't get in way	23
Need to have printer within easy reach	16
Need to have furniture/design to keep cables/ wires in order/hide unsightly wiring	11

Exhibit 4-12

Very Important Office Characteristics in Helping an Employee Get Job Done Well

Interior Designers' Viewpoint

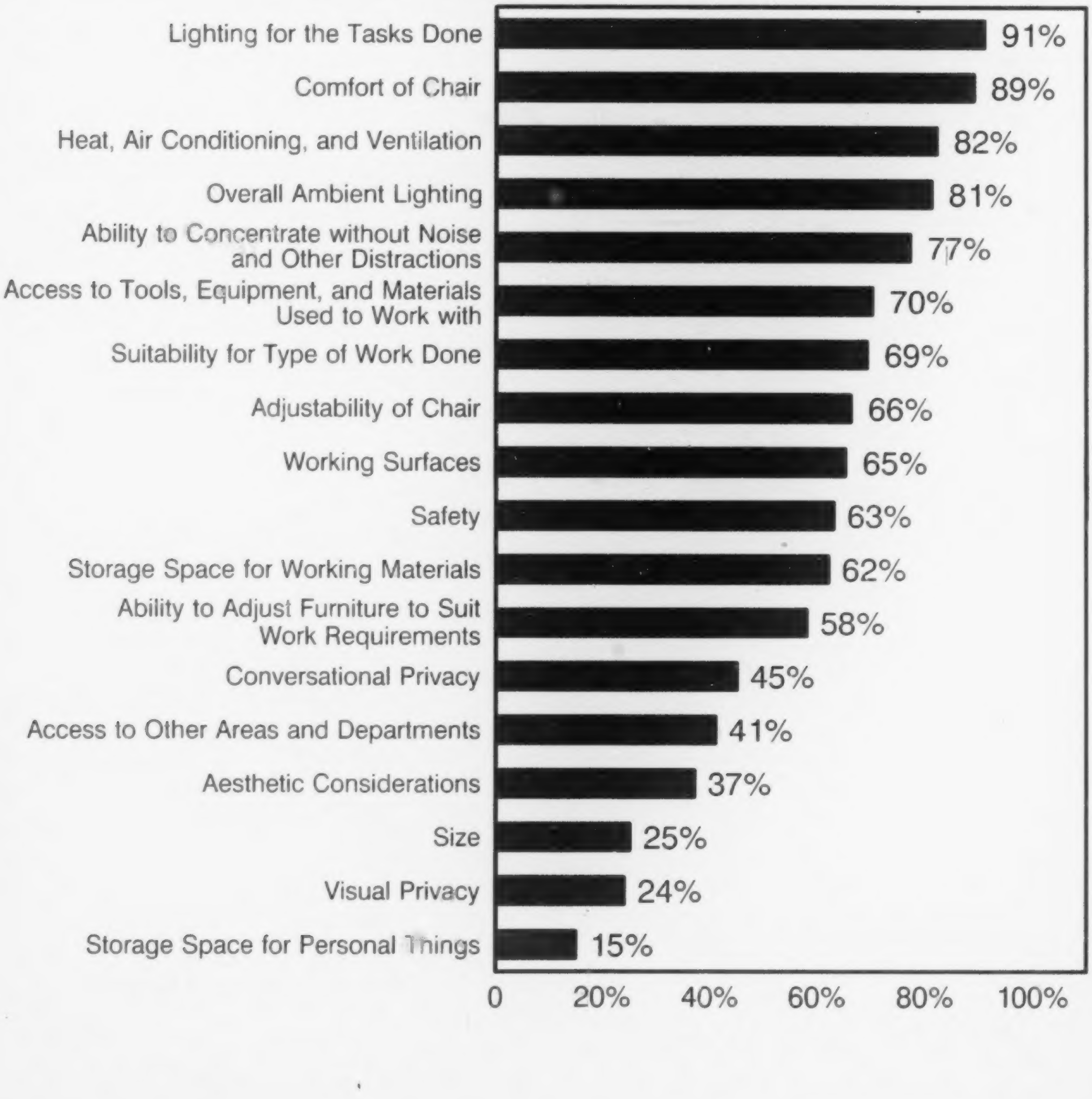


Exhibit 4-13

Importance of Office Chairs

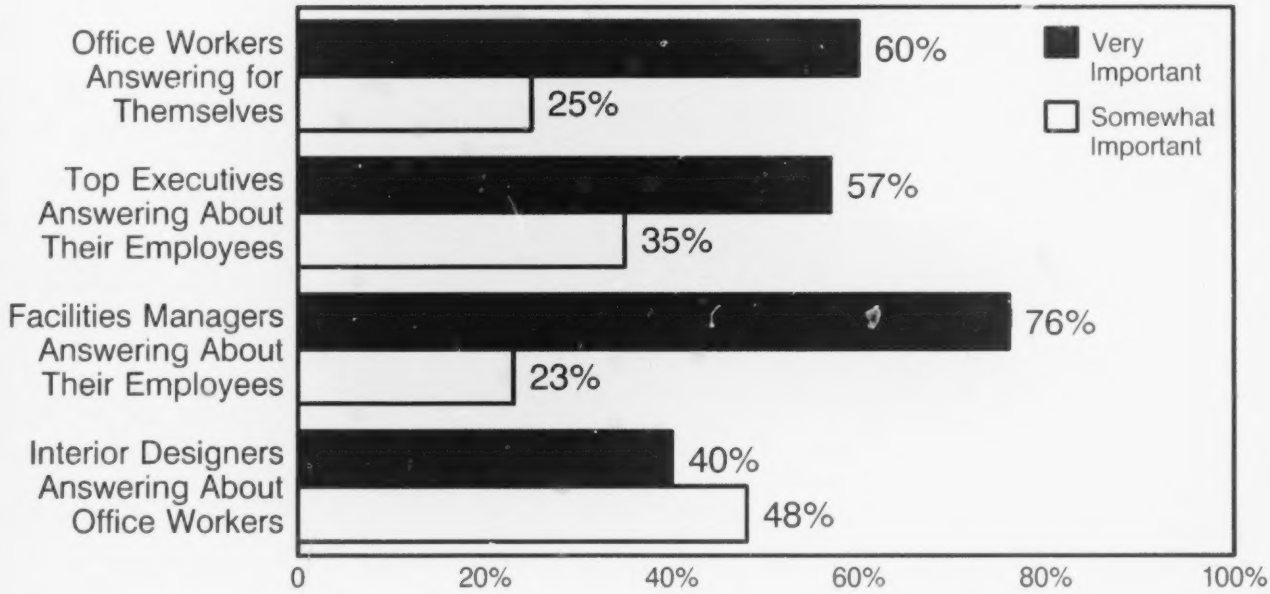


EXHIBIT 4-13 (continued)

IMPORTANCE OF OFFICE CHAIRS

	Office Workers Answering For Themselves		Top Executives Answering About Their Employees	Facilities Managers Answering About Their Employees		Interior Designers Answering About Office Workers	Interior Designers Answering About Importance of Chairs in Their Designs
	1986	1980	1986	1986	1980	1986	1986
Base	1000	1004	150	150	203	150	150
	%	%	%	%	%	%	%
Very important	60	62	57	76	72	40	73
Somewhat important	25	30	35	23	26	48	25
Hardly important	8	6	6	1	2	9	1
Not at all important	6	2	1	-	-	1	-
Not sure	*	-	1	-	-	2	-

---

*Less than 0.5%

Exhibit 4-14

Importance of Office Chairs: Office Workers in Detail

Percent Saying Chairs Are Very Important

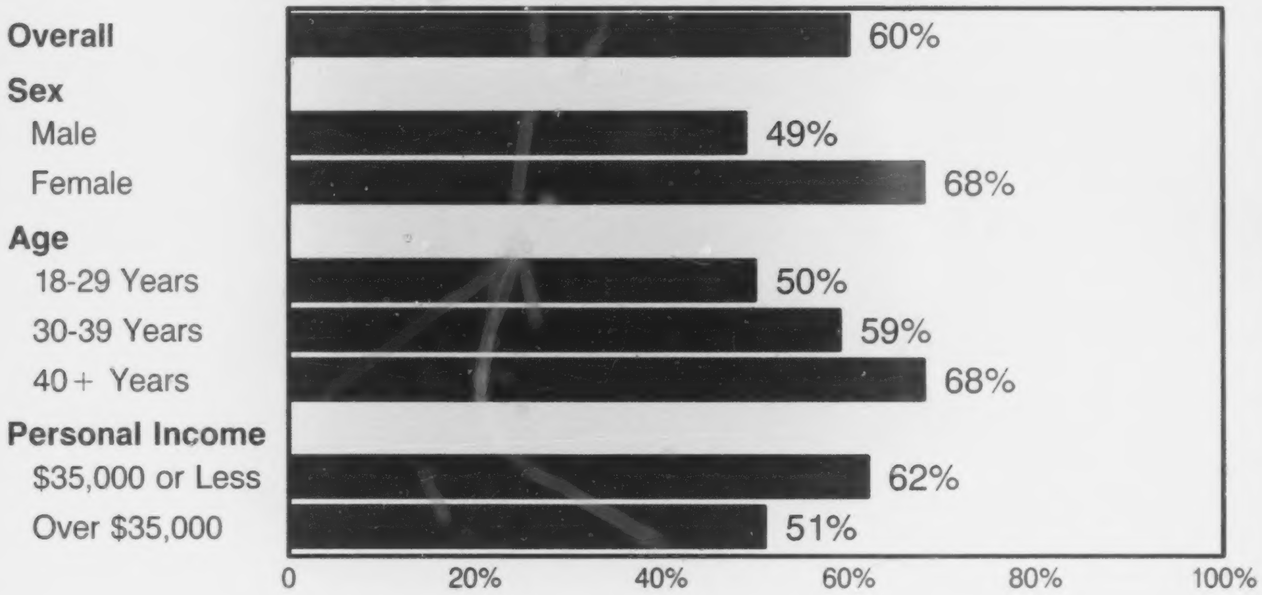


EXHIBIT 4-15

VERY IMPORTANT CHARACTERISTICS OF OFFICE CHAIRS

	Office Workers		Facilities Managers	Interior Designers
	1986	1980	1986	1986
Base	1000	1004	150	150
	%	%	%	%
It can be sat in for long periods and still be comfortable	84	x	92	99
It turns or swivels on its base	72	79	81	79
It offers exceptional comfort with a minimum of adjustment	67	x	77	76
The seat height can be adjusted	63	78	87	80
It has adjustments that are easy to understand and use	57	x	66	80
It has arm rests	42	41	18	15
It has a style and design employees like	22	x	21	22
It's in a color and fabric employees like	15	x	10	15

Exhibit 4-16

Satisfaction with Present Office Chair

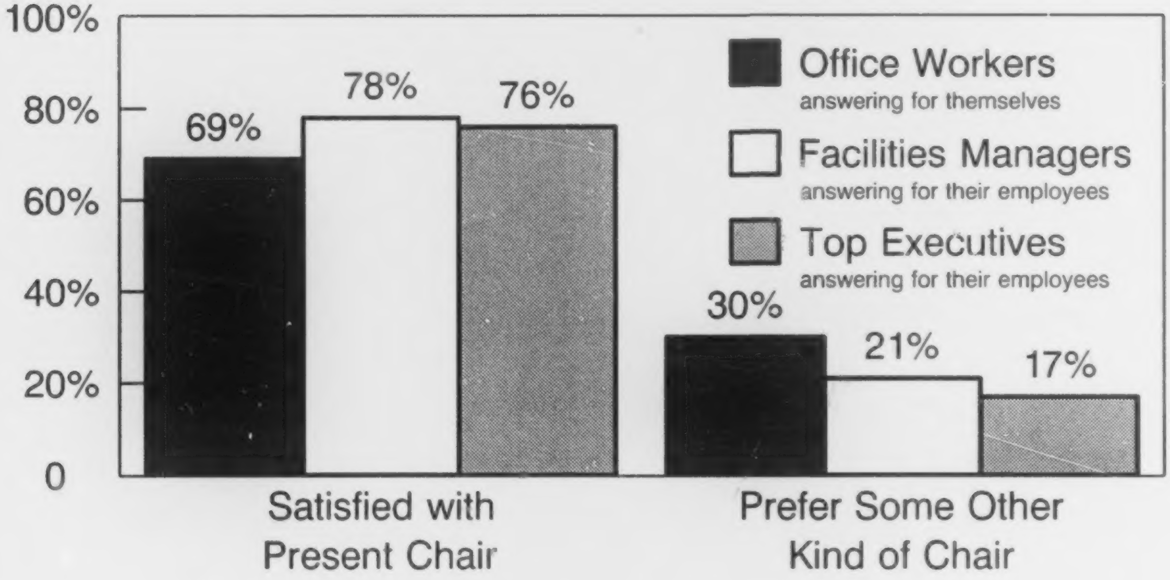
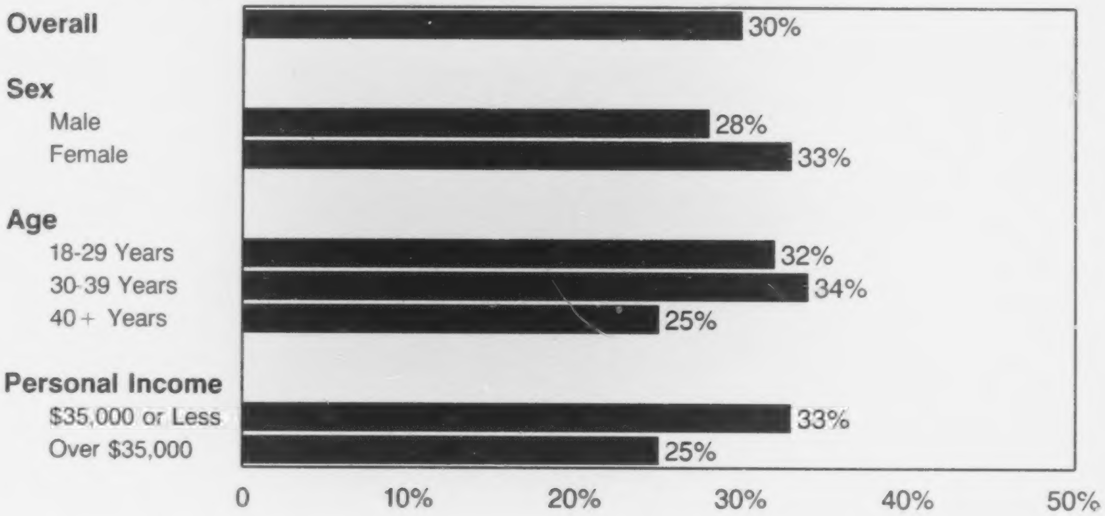


Exhibit 4-17

Satisfaction with Office Chair: Office Workers in Detail

% Preferring Another Kind of Chair



SATISFACTION WITH OFFICE CHAIR:
OFFICE WORKERS IN DETAIL

		Sex		Age			Personal Income	
	Total Office Workers	Male	Female	18-29 Years	30-39 Years	40+ Years	$35M or Less	Over $35M
Base	1000	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%
Satisfied with present chair	69	72	66	67	65	73	66	74
Would prefer other kind	30	28	33	32	34	25	33	25

Exhibit 4-18

How Well Chair Was Designed for the Job

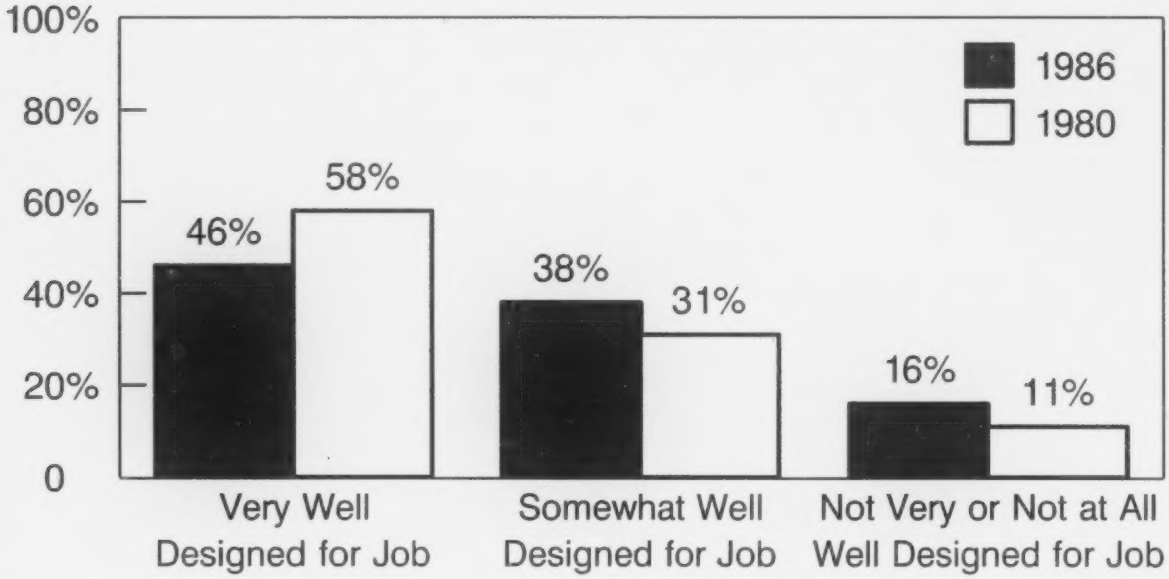


Exhibit 4-19

How Often Office Workers Need to Adjust Their Chairs

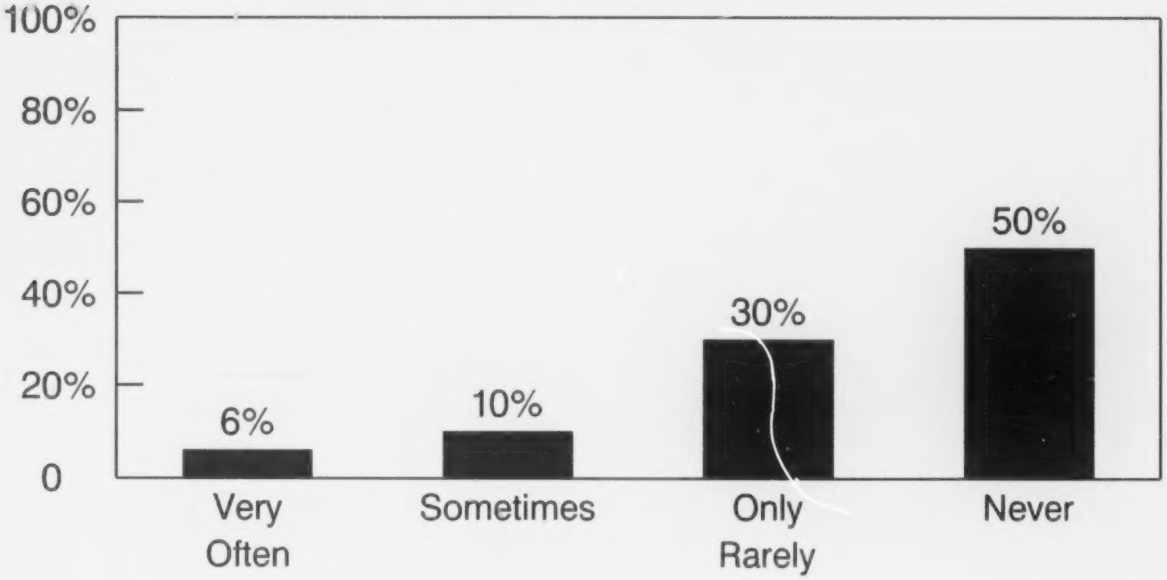


Exhibit 4-20

Extent to Which Chair Restricts Reaching, Twisting, or Shifting Positions

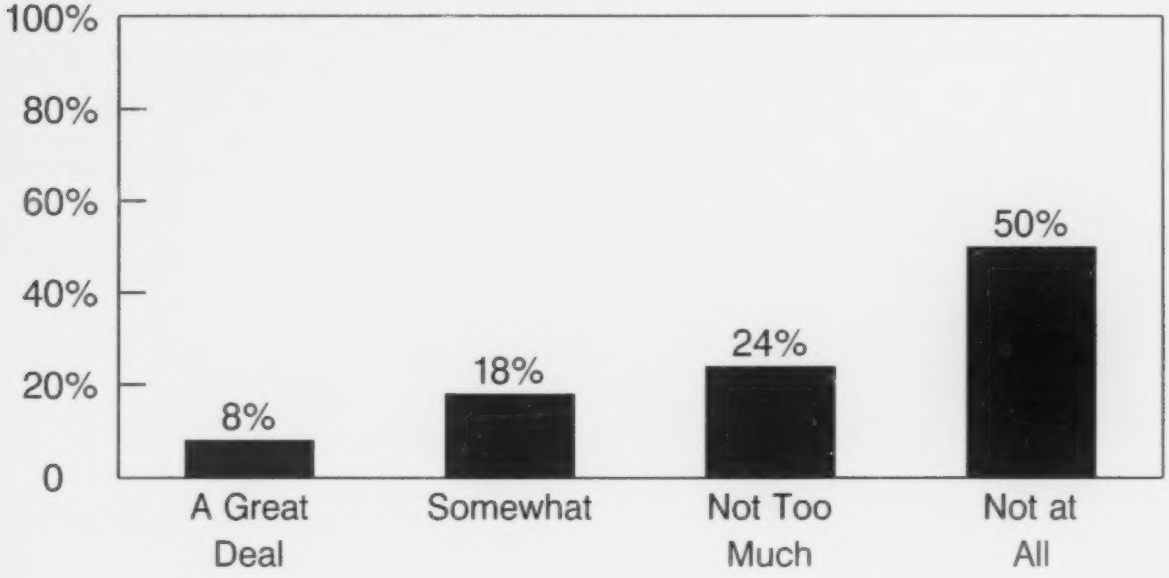
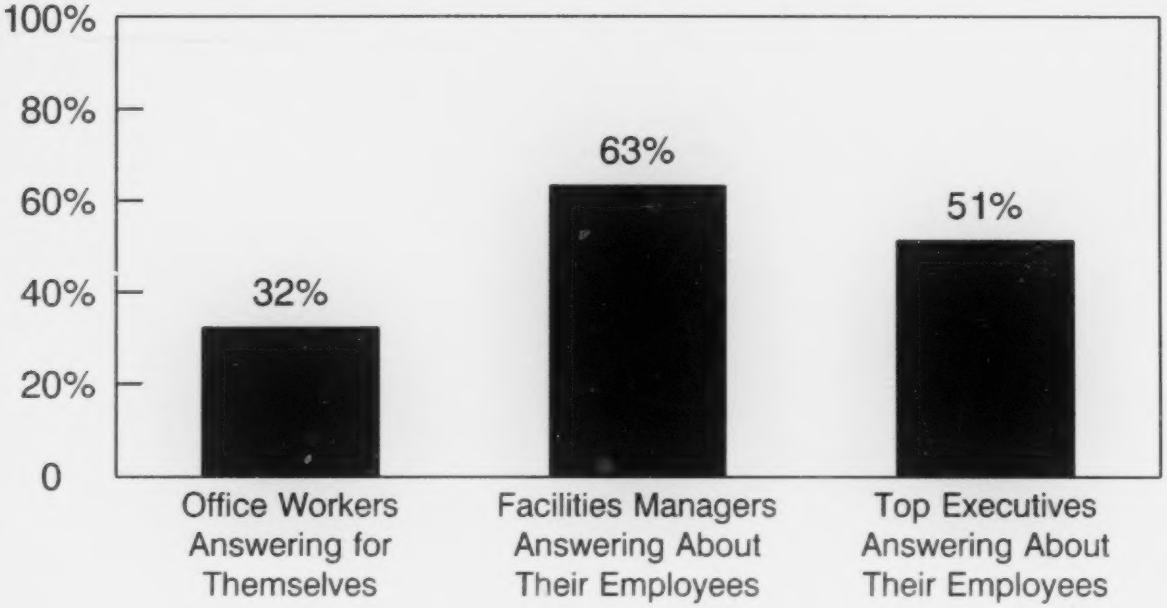


Exhibit 4-21

Percent Saying a More Comfortable Chair Would Help Office Workers Do More Work



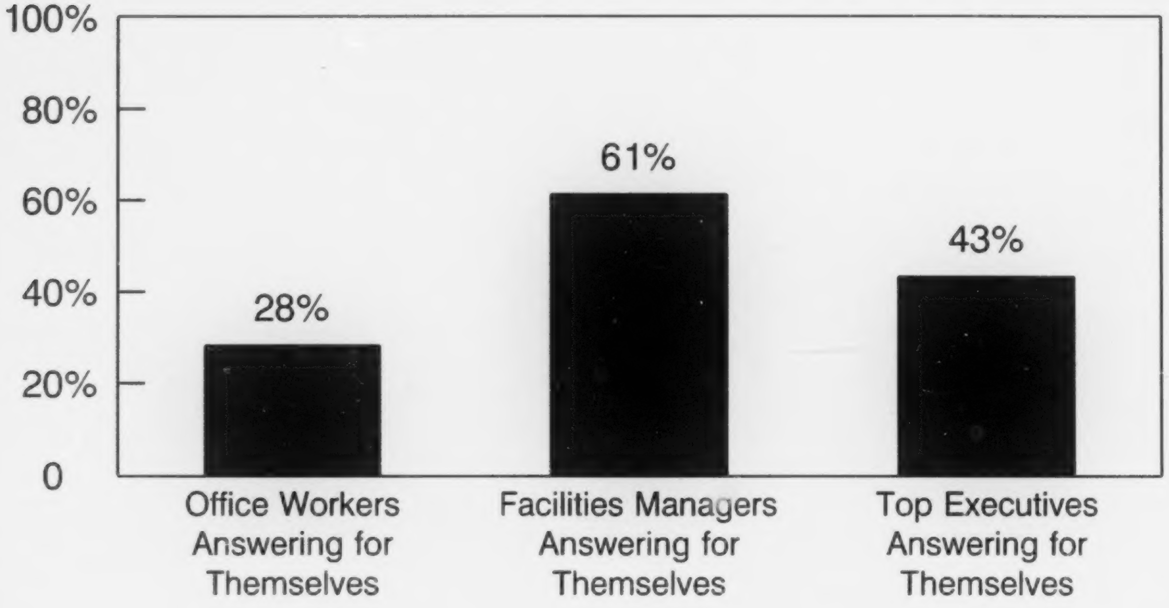
WOULD A MORE COMFORTABLE CHAIR
MEAN INCREASED PRODUCTIVITY

	Office Workers Answering For Themselves		Facilities Managers Answering About Their Employees		Top Executives Answering About Their Employees
	1986	1980	1986	1980	1986
Base	1000	1004	150	203	150
	%	%	%	%	%
Would help do a great deal more work	7	8	11	11	4
Would help do somewhat more work	25	27	52	60	47
No more work	67	62	37	28	45
Not sure	1	2	1	1	4

NOTE: Wording in 1980 referred to a "better chair".

Exhibit 4-22

Percent Saying Quality of Work Would Improve If Office Workers Had a More Comfortable Chair



WOULD A MORE COMFORTABLE CHAIR MEAN
QUALITY OF WORK WOULD IMPROVE

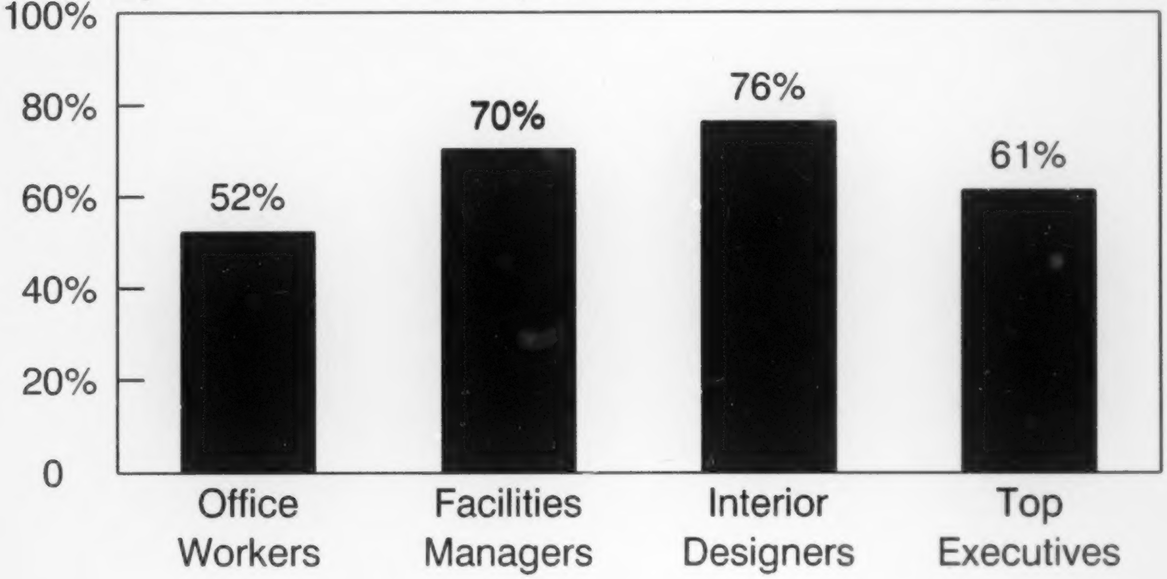
	Office Workers Answering For Themselves		Facilities Managers Answering About Their Employees		Top Executives Answering About Their Employees
	1986	1980	1986	1980	1986
Base	1000	1004	150	203	150
	%	%	%	%	%
Quality of work would improve	28	26	61	38	43
Would not improve	70	70	32	53	50
Not sure	2	5	7	9	7

NOTE: Wording in 1980 referred to an "improved" chair.

Exhibit 4-23

Office Chairs and Status of Office Workers

"Very" or "Somewhat Important" in Chair Showing Status



OFFICE CHAIRS AND STATUS OF OFFICE WORKERS

	Office Workers		Facilities Managers	Interior Designers	Top Executives
	1986	1980	1986	1986	1986
Base	1000	1004	150	150	150
	%	%	%	%	%
Very important in showing status	17	17	25	14	14
Somewhat important	35	27	45	62	47
Hardly important	22	23	16	19	24
Not at all important	26	32	13	5	13
Not sure	1	1	1	-	2

EXHIBIT 4-24

OFFICE CHAIRS AND STATUS OF OFFICE WORKERS: OFFICE WORKERS IN DETAIL

	Total Office Workers	Region				Sex		Age			Personal Income	
		East	Mid-west	South	West	Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000
Base	1000	279	277	259	185	440	560	245	356	370	688	233
	%	%	%	%	%	%	%	%	%	%	%	%
Very important	17	16	19	14	21	15	19	16	18	17	18	14
Somewhat important	35	38	38	31	29	38	32	39	36	31	35	32
Hardly important	22	19	21	27	19	22	21	22	21	23	21	28
Not at all important	26	26	22	27	31	25	27	24	24	28	25	25

Smoking and Health

V. SMOKING AND HEALTH

Most office employees consider themselves to be in good health, with 52% saying they are in "excellent health" and another 43% saying "pretty good" (Exhibit 5-1). This is similar to previous Harris findings for all employed adults.

But that is not to say that they are not aware of health as it relates to their jobs. When asked about employee health and well-being as a management policy concern, office workers, CEO's, and Facilities Managers by a wide margin, all feel it is a "very important" or "somewhat important" concern (Exhibit 5-2). Indeed, health and safety rank fifth on the list of "very important" design issues today (Exhibit 3-1).

Although people feel they are in good health, they have experienced a number of headaches, backaches, and eyestrain in the past twelve months (Exhibit 5-3).

In general, women have experienced more discomfort than men. However, the ailments did not cause a higher percentage of women to miss more work than men.

The more telling factor relative to these ailments seems to be computer usage.

Computer Usage and Health

Although computer users -- even heavy users -- are about average in reported overall health (Exhibit 5-4), the findings suggest that workers who sit at a terminal or PC for five or more hours a day are especially likely to report two symptoms that have sometimes been associated with CRT use: headaches and eyestrain (Exhibit 5-5). While 75% of all office workers report having had headaches in the past twelve months, a higher 84% of heavy computer users report having experienced the same symptom.

Similarly, 62% of heavy users, compared with 48% of all office workers, report having had eyestrain. Moreover, women -- who account for 71% of heavy computer users -- are more likely than men to have suffered not only headaches and eyestrain, but also backaches, nausea, and dizzy spells in the past twelve months.

Interestingly, heavy computer users may be less likely than others to have actually missed work in the past year due to any of the symptoms tested.

> Observation:
> Office workers who spend much of their day at a CRT seem to be likelier than others to experience headaches and eyestrain. The findings provide no evidence that heavy computer users are any more alienated than office workers overall.
>
> In fact, they miss fewer workdays due to the irritating, but often minor, symptoms tested in the survey.
>
> Nonetheless, as an increasing number of office workers use computers for a widening array of tasks, design considerations such special furniture and room designs to accommodate the computer without crowding out the user, appropriate keyboard or chair height, and glare-free lighting, will become more important.

Smoking In The Office

The number of workers who smoke at their desks or in the work areas is decreasing; 21% now report they do so, down from 35% in 1980 (Exhibit 5-6).

Office workers in the west are far likelier than those in other parts of the country to report that they do not smoke in their work areas. Women are less likely than men, and those in the lower salary brackets are less likely than those earning $35,000 or more to smoke at their desk. But, these are the people least likely to have private offices.

According to office workers, a much larger 57% majority **could** smoke in their workspaces if they wished. That percentage report smoking is not limited to certain areas such as lounges, away from where people work, while 42% say smoking is limited to specified areas (Exhibit 5-7).

A similar 47% and 44% of top executives and facilities managers, respectively, report that smoking is limited in their organizations. The finding for facilities managers is up enormously from the 6% who reported smoking was limited back in 1980. It appears that organizations have come a long way in six years.

Nearly as dramatic, the number of office workers who feel smoking **should** be limited to certain areas of the office has grown from 51% to 74% since 1980. Seventy-nine percent of top executives agree, as do 70% of facilities managers, up from 36% six years ago.

Limitations on smoking, and the conviction that smoking should be limited, are again much more widespread in the west than in any other part of the country. Women and those in the lower income category are more likely than men and higher-salaried employees to perceive that smoking is and should be limited (Exhibit 5-8).

Observation:
The past several years have seen a rapid increase in awareness of the dangers of ambient smoke, and this is reflected in the findings.

The west leads the way in protecting employees from the smoke hazard, with the full support of (or, perhaps, in response to) office workers.

It is interesting that overall 2 in 5 office workers who claim they smoke in their own work areas, nonetheless, believe smoking should be limited to certain areas in the office.

Exhibit 5-1

Office Workers View of Own Health

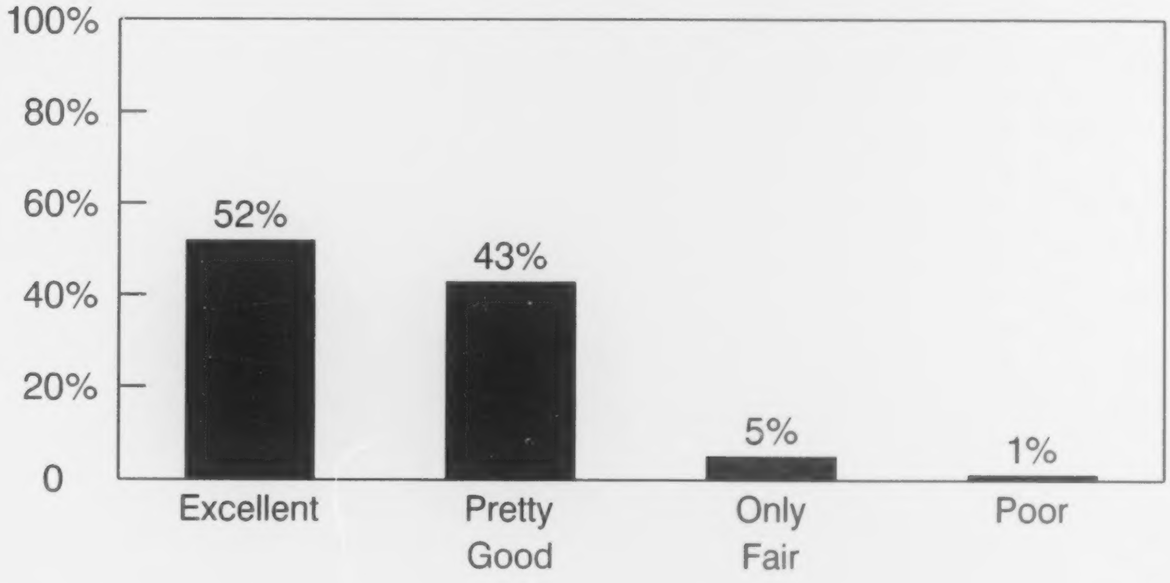


EXHIBIT 5-1 (continued)

OFFICE WORKERS' VIEW OF OWN HEALTH

	Total Office Workers	Region				Sex		Age		
		East	Mid-west	South	West	Male	Female	18-29 Years	30-39 Years	40+ Years
Respondent Base	1000	294	279	245	182	429	571	257	347	367
	%	%	%	%	%	%	%	%	%	%
Excellent	52	47	52	56	56	48	55	54	49	53
Pretty Good	43	48	40	41	42	47	39	43	49	38
Only Fair	5	5	7	3	2	4	5	3	3	8
Poor	1	1	1	1	-	1	*	*	*	1

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*Less than 0.5%

Exhibit 5-2

Employee Health and Welfare as a Management Policy Concern

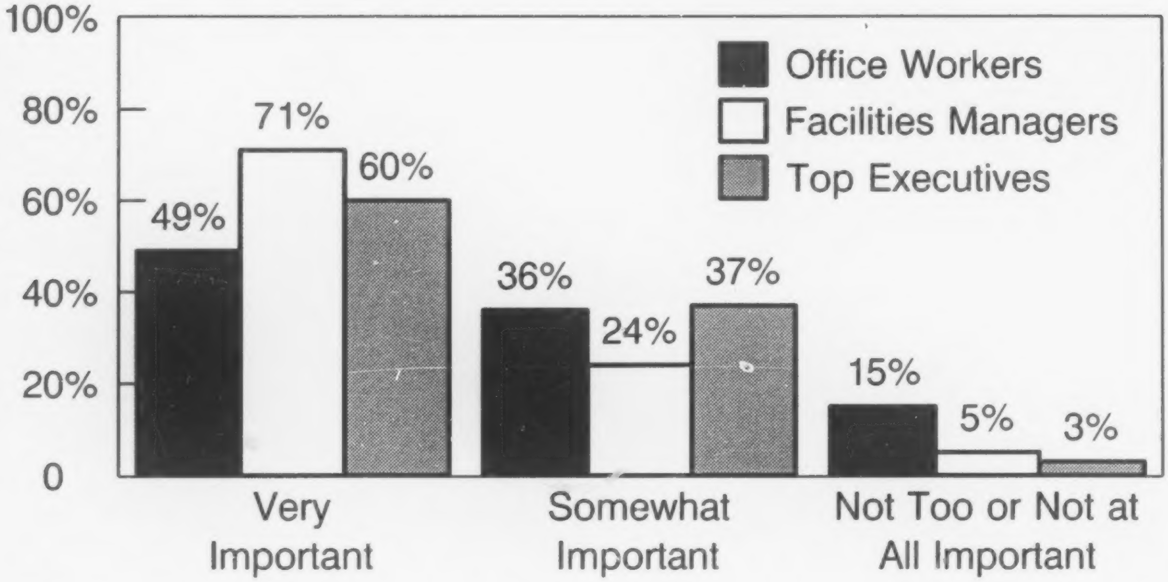


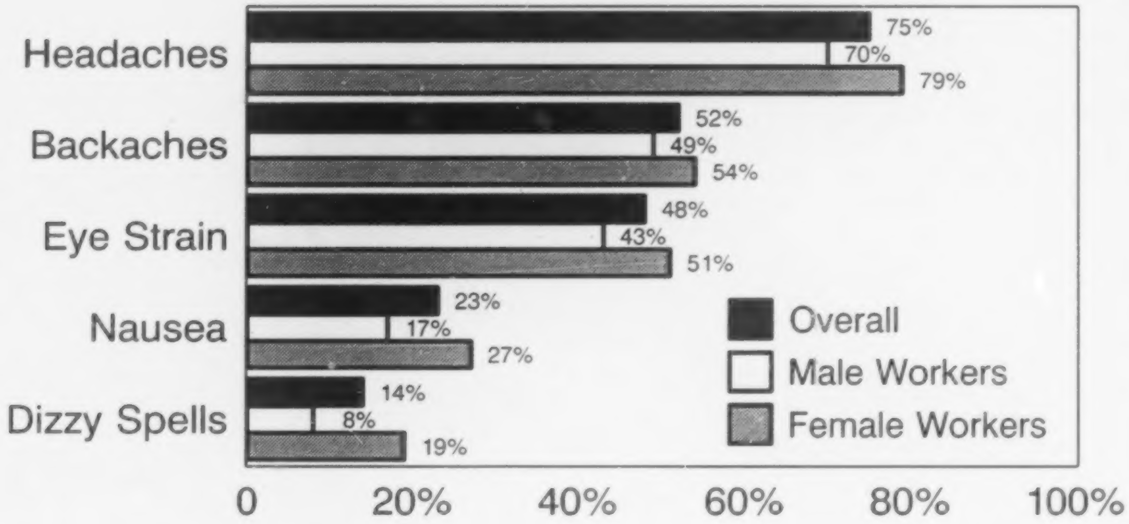
EXHIBIT 5-2 (continued)

EMPLOYEE HEALTH AND WELFARE AS A MANAGEMENT POLICY CONCERN: OFFICE WORKERS IN DETAIL

	Total Office Workers	Region				Sex		Age		
		East	Mid-west	South	West	Male	Female	18-29 Years	30-39 Years	40+ Years
Base	1000	279	277	259	185	440	560	245	356	370
	%	%	%	%	%	%	%	%	%	%
Very important	49	44	55	47	50	46	51	47	43	54
Somewhat important	36	40	33	39	31	39	34	39	40	32
Not too important	11	11	7	11	15	11	10	11	11	10
Not at all important	4	5	5	4	4	4	5	3	6	4

Exhibit 5-3

Ailments Experienced in Past Twelve Months



AILMENTS EXPERIENCED IN PAST TWELVE MONTHS:
OFFICE WORKERS IN DETAIL

	Total Office Workers	Sex	
		Male	Female
Base	1000	440	560
	%	%	%
Have Experienced:			
Headaches	75	70	79
Backaches	52	49	54
Eyestrain	48	43	51
Nausea	23	17	27
Dizzy Spells	14	8	19
Have missed work because of any of these ailments	41	40	41

EXHIBIT 5-4

HEALTH REPORT

	Office Workers				
	Total Office Workers	Use PC or Terminal	Use Five or More Hours A Day	Sex	
				Male	Female
Base	1000	646	203	440	560
	%	%	%	%	%
Excellent	52	51	49	48	55
Pretty Good	43	44	45	47	39
Only Fair	5	4	6	4	5
Poor	1	1	*	1	*

---

*Less than 0.5%

Exhibit 5-5

Ailments Experienced in Past Twelve Months: Office Workers and Computer Usage

Percent Experiencing Ailment

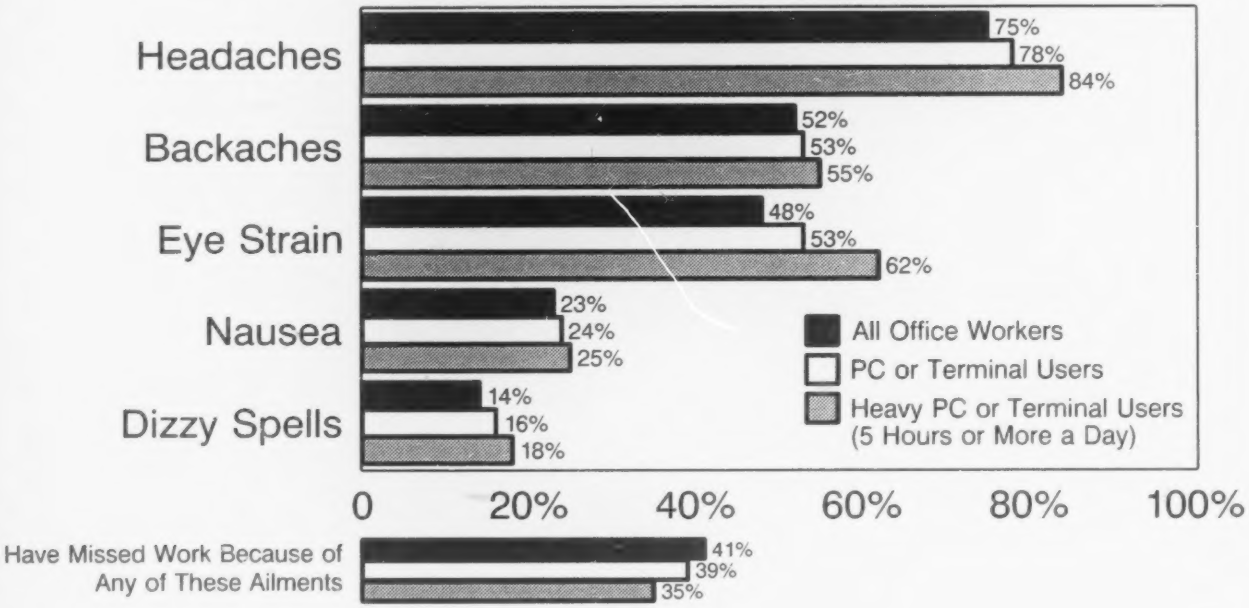
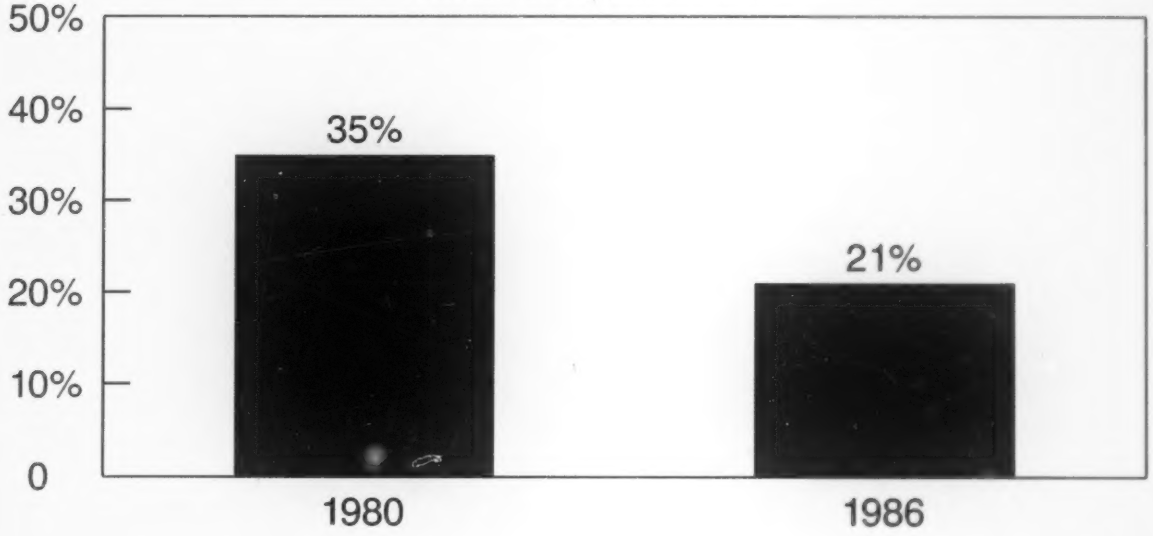


Exhibit 5-6

Smoking at Desk or Work Area

Office Worker Trend



Office Workers in Detail

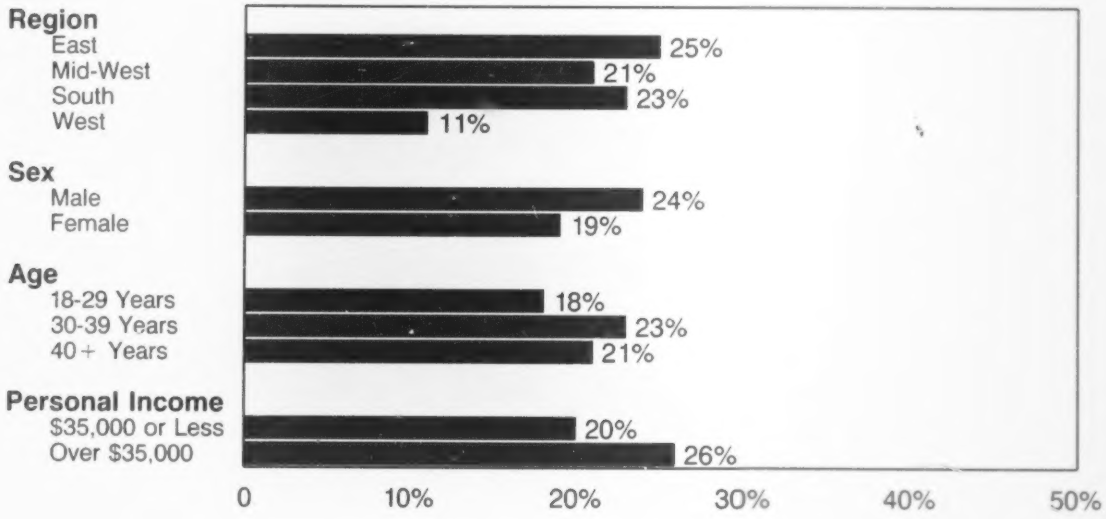
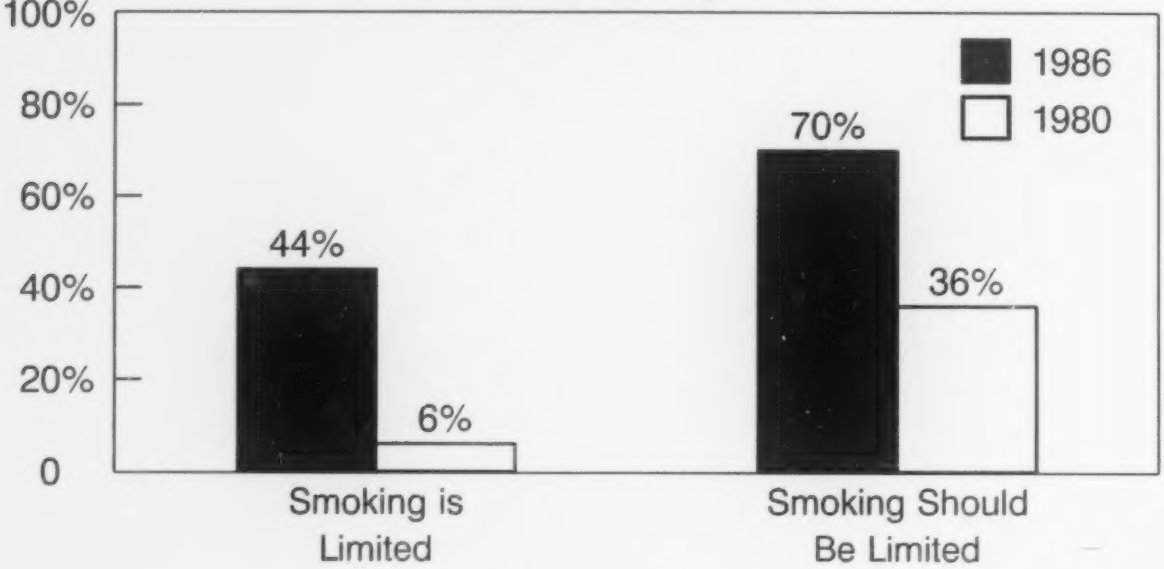


Exhibit 5-7

Trend in Limits on Smoking

Facilities Managers



LIMITS ON SMOKING

	Office Workers		Top Executives	Facilities Managers	
	1986	1980	1986	1986	1980
Base	1000	1004	150	150	203
	%	%	%	%	%
Smoking is limited to certain area, such as lounges, away from where people work	42	x	49	44	6
Smoking is not limited to certain area	57	x	49	54	94
Not sure	*	x	2	2	-
Feel smoking should be limited to certain areas	74	51	79	70	36
Don't feel smoking should be limited	22	45	19	26	57
It depends (Vol.)	x	x	x	x	6
Not sure	5	4	3	4	1

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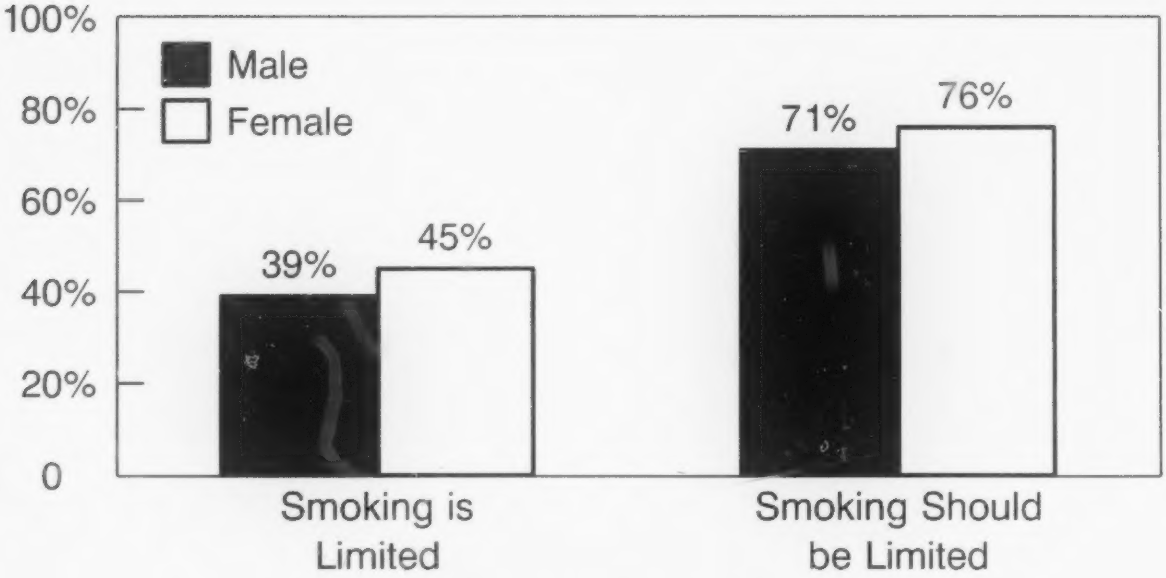
x = Not asked
*Less than 0.5%

Exhibit 5-8

Limits on Smoking: Office Workers in Detail



Limits on Smoking: Office Workers in Detail

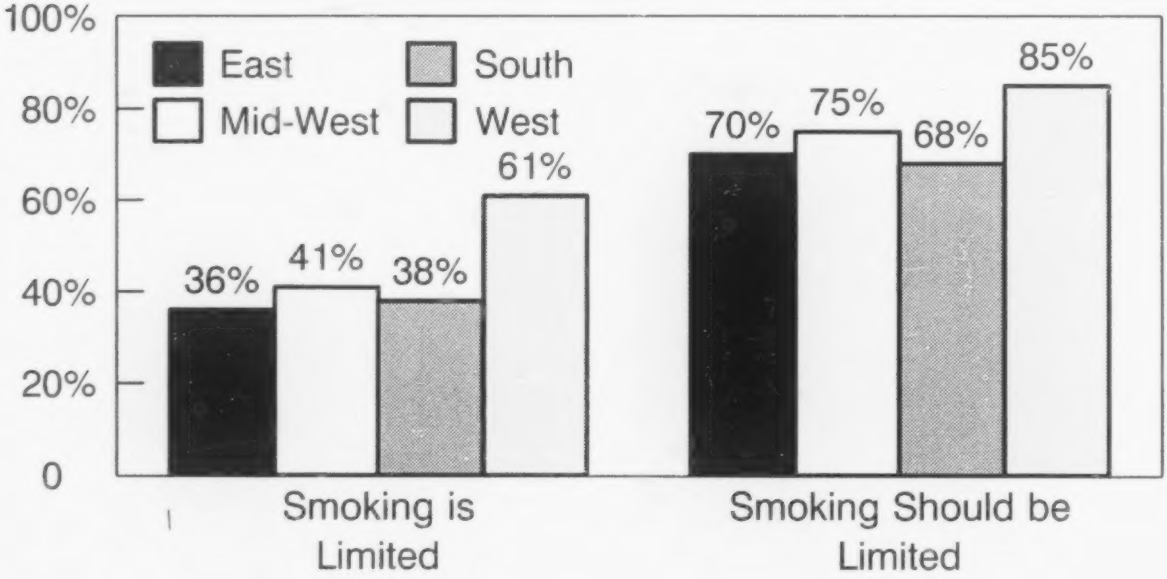


EXHIBIT 5-8 (continued)

LIMITS ON SMOKING: OFFICE WORKERS IN DETAIL

	Total Office Workers	Region				Sex		Age			Personal Income		Smoke In Work Area
		East	Mid-west	South	West	Male	Female	18-29 Years	30-39 Years	40+ Years	$35,000 or Less	Over $35,000	
Base	1000	279	277	259	185	440	560	245	356	370	688	233	216
	%	%	%	%	%	%	%	%	%	%	%	%	%
Smoking is Limited	42	36	41	38	61	39	45	40	43	43	44	36	28
Smoking not Limited	57	64	58	62	39	61	55	59	57	56	56	64	72
Smoking should be limited	74	70	75	68	85	71	76	74	75	73	75	70	41
Smoking should not be limited	22	24	22	25	11	23	21	23	21	21	20	25	48
Not sure	5	5	3	7	3	6	4	3	4	5	5	5	10

Appendix

APPENDIX A:

Survey Method
and
Office Worker Profiles

The Office Environment Index$_{TM}$ 1987 national study was conducted by telephone, from October 23, through November 25, 1986. The samples interviewed were as follows:

-- Office Workers in the U.S.: A sample of 1,000 full-time office workers in the United States was screened from a national cross-section of the entire U.S. adult population (excluding Alaska and Hawaii) similar to the ones used in virtually hundreds of telephone surveys conducted by the Harris organization each year.

Such a cross-section is developed using a modified stratified random-digit dialing method, delivering an area-probability rather than a single-stage sample. This cross-section was screened to yield 1,000 office workers 18 years old or over, employed full-time "in an office with 25 or more office workers employed at that branch or location".

If a randomly-selected phone number yielded two or more qualified office workers residing in one household, respondent selection was determined according to which potential respondent had the most recent birthday. Table A-1 provides a profile of U.S. office workers.

-- Office Workers in Canada: A smaller sample of office workers in Canada - 250 - was screened similarly from a modified stratified cross-section of Canadian adults 18 and over. Table A-2 profiles Canadian office workers.

-- Senior Executives of Larger Organizations in the U.S.: A representative sample of 150 senior executives (chief executive officers or their designees) was drawn from the Dun & Bradstreet list of organizations employing 1,500 or more persons nationwide. The universe includes both publicly- and privately-held corporations, nonprofit institutions, and governmental entities.

-- Facilities Managers of Large Organizations in the U.S.: A representative sample of facilities managers form the same sample frame (but not necessarily the same organizations(was described for senior executives of larger organizations. That person was defined for screening purposes as being "involved in facilities management (at their organization), including arranging, specifying, and purchasing office furniture".

-- Contract Office Designers in the U.S.: A sample of 150 office designers, 75 from the nation's top 200 architecture firms and 75 from the top 200 interior design firms.

Designers included in the sample were senior people in their firms specializing in contract interior design, including specifying and recommending office furniture, and had at least three years' experience in the field.

After fieldwork was completed, the data were key entered and tabulated by computer, using software specially designed for survey research applications. Factor-weighing was applied to the office worker samples, based on the number of qualified adult office workers in each household.

Table A-1

PROFILE OF OFFICE WORKERS: U.S.

	Total
Base	1000
	%
Region	
East	29
Midwest	28
South	24
West	18
Sex	
Male	43
Female	57
Age	
18-20	2
21-24	8
25-29	15
30-34	18
35-39	17
40-49	21
50-64	15
65+	1
Household Income	
$7,500 or less	1
$7,501 - $15,000	5
$15,001 - $25,000	15
$25,001 - $35,000	22
$35,001 - $50,000	23
$50,000+	28
Personal Income	
$7,500 or less	3
$7,501 - $15,000	17
$15,001 - $25,000	31
25,001 - $35,000	19
$35,001 - $50,000	12
$50,000+	10
Size of Organization	
100 or fewer employees	13
101-500 employees	16
501-5000 employees	25
Over 5000 employees	24

Table A-2

PROFILE OF OFFICE WORKERS: CANADA

	Total
Base	250
	%
Province	
British Columbia	10
Alberta	10
Saskatchawan	4
Manitoba	5
Ontario	37
Quebec	26
Nova Scotia	3
New Brunswick	3
Newfoundland	2
Sex	
Male	50
Female	50
Age	
18-20	2
21-24	12
25-29	20
30-34	20
35-39	14
40-49	17
50-64	9
65+	5
Household Income*	
$7,500 or less	1
$7,501 - $15,000	3
$15,001 - $25,000	12
$25,001 - $35,000	16
$35,001 - $50,000	22
$50,001+	37
Personal Income*	
$7,500 or less	1
$7,501 - $15,000	11
$15,001 - $25,000	30
$25,001 - $35,000	22
$35,001 - $50,000	15
$50,001+	12

(CONTINUED)

*In Canadian dollars

Table A-2 (Continued)

PROFILE OF OFFICE WORKERS: CANADA

Base	Total 250 %
Size of Organization	
100 or fewer employees	12
101-500 employees	16
501-5000 employees	20
Over 5000 employees	52

APPENDIX B:

Questionnaires

- Office Workers
- Facilities Managers
- Top Executives
- Interior Designers

OFFICE WORKER QUESTIONNAIRE

LOUIS HARRIS AND ASSOCIATES, INC.
630 Fifth Avenue
New York, New York 10111

FOR OFFICE USE ONLY:

Questionnaire No.:__________
5-6-7-8

Study No. 861025 (Office Workers)

October 24, 1986

Sample Point No./ / / / / / / / /
10-11-12-13-14-15-16-17

Time Started:______________A.M./P.M.

Interviewer:______________________________ I.D. No.:________ Date:______________

Area Code:__________ Telephone No.:______________________________
(18-27)

Hello, I'm ____________________ from Louis Harris and Associates, the national opinion research organization. We're conducting a survey of people all across the country, and we'd like to get the opinion of someone in this household.

A. To start, how many people in this household are 18 years of age or older?

/ / / people (ASK Q.B)
(28-29)

No one in household....(30(____-1 (THANK AND SCREEN OUT)

B. (And how many of those people/Do you/Does she/he) currently work full-time?

/ / / people (ASK Q.C)
(31-32)

No one in household....(33(____-1 (THANK AND SCREEN OUT)

C. (And how many of those who work full-time/And do you/And does she/he) work (READ EACH ITEM)?

1. In a factory with 500 or more employees......./ / / (34-35) None...(36(____-1
2. In a store with 25 or more employees........../ / / (37-38) None...(39(____-1
3. In an office with 25 or more office workers employed at that branch or location.........../ / / (40-41) None...(42(____-1
4. Somewhere else (SPECIFY):

______________________________________./ / / (43-44) None...(45(____-1

IF NUMBER GIVEN IN ITEM 3, ASK Q.D.
IF "NONE" WORK IN AN OFFICE IN ITEM 3, SCREEN OUT.

D. So (NUMBER FROM Q.C, ITEM 3) adult(s) in this household work(s) in an office with 25 r more employees. (How many of those people have/Have you/Has she/he) worked in an office for at least six months?

/ / / people (ASK Q.E)
(46-47)

No one in household....(48(____-1 (THANK AND SCREEN OUT)

ASK Q.E IF MORE THAN ONE PERSON IN HOUSEHOLD IN Q.D -- SKIP OTHERS TO Q.F

E. Which one of those people has had their birthday most recently?

ASK TO SPEAK WITH THAT PERSON IF NOT SPEAKING TO HIM/HER ALREADY.

MAKE APPOINTMENT TO CALL BACK IF APPROPRIATE. REREAD INTRODUCTION IF NEW RESPONDENT.

RECORD, DO NOT ASK:

F. Sex: Male .....(49(____-1
Female........____-2

50-67Z

Sample Point No./ / / / / / / / /

Area Code:____________ Telephone No.:____________________________________

1a. Let's begin with some general questions. All in all, compared to ten years ago, do you feel the quality of working life in this country has improved, grown worse, or stayed about the same?

Improved........(68(____-1
Grown worse.........____-2
Stayed the same.....____-3
Not sure............____-4

1b. In general, how much of a connection do you think there is between doing your job well and getting the things you most want out of life? Do you think doing your job well affects your getting the things you most want out life a great deal, only some, or hardly at all?

Great deal.....(69(____-1
Only some..........____-2
Hardly at all......____-3
Not sure...........____-4

Now I'd like to ask you about some of the things people have told us they look for in a job. For each, I'm going to ask you how important that characteristic is as far as you're concerned, and then, how true that characteristic is of the job you have now.

ASK Q.2a AND Q.2b IN SEQUENCE FOR EACH ITEM
2a. (READ EACH ITEM) -- as far as you're concerned, is that very important, somewhat important, not too important, or not at all important?
RECORD BELOW

2b. And is that very true for you on the job you have now, somewhat true, not too true, or not true at all? If this simply doesn't apply to you on your job, just say so. RECORD BELOW

	Q.2a					Q.2b					
ROTATE -- START AT "X"	Very Important	Somewhat Important	Not Too Important	Not at All Important	Not Sure	Very True	Somewhat True	Not Too True	Not True at All	Not Applicable (Vol)	Not Sure
( ) 1. The pay is good	(70(___-1	___-2	___-3	___-4	___-5	(12(___-1	___-2	___-3	___-4	___-5	___-6
( ) 2. The physical surroundings in the office are pleasant	(71(___-1	___-2	___-3	___-4	___-5	(13(___-1	___-2	___-3	___-4	___-5	___-6
( ) 3. My work surface, chair, storage space, and other office furniture are what I need to get the job done well	(72(___-1	___-2	___-3	___-4	___-5	(14(___-1	___-2	___-3	___-4	___-5	___-6
( ) 4. My job is challenging	(73(___-1	___-2	___-3	___-4	___-5	(15(___-1	___-2	___-3	___-4	___-5	___-6
( ) 5. The hours are good	(74(___-1	___-2	___-3	___-4	___-5	(16(___-1	___-2	___-3	___-4	___-5	___-6
( ) 6. The location of the company is good	(75(___-1	___-2	___-3	___-4	___-5	(17(___-1	___-2	___-3	___-4	___-5	___-6
( ) 7. There are ample opportunities for me to move up to a better position in my company	(76(___-1	___-2	___-3	___-4	___-5	(18(___-1	___-2	___-3	___-4	___-5	___-6
( ) 8. The employee benefits -- such as insurance and vacation -- are good	(77(___-1	___-2	___-3	___-4	___-5	(19(___-1	___-2	___-3	___-4	___-5	___-6
( ) 9. I have the privacy I need to do my work effectively without distractions	(78(___-1	___-2	___-3	___-4	___-5	(20(___-1	___-2	___-3	___-4	___-5	___-6
( ) 10. I have the freedom to personalize my workspace	(79(___-1	___-2	___-3	___-4	___-5	(21(___-1	___-2	___-3	___-4	___-5	___-6
( ) 11. I can dress as I like, within reasonable limits	(80(___-1	___-2	___-3	___-4	___-5	(22(___-1	___-2	___-3	___-4	___-5	___-6
( ) 12. I can contribute significantly to my company	(2*10(___-1	___-2	___-3	___-4	___-5	(23(___-1	___-2	___-3	___-4	___-5	___-6
( ) 13. The office is aesthetically pleasing	(11(___-1	___-2	___-3	___-4	___-5	(24(___-1	___-2	___-3	___-4	___-5	___-6

Now I'd like to read you just a few more things people have told us they look for in a job. These have to do specifically with the way management runs an organization and what it expects of employees.

ASK Q.2c AND Q.2d IN SEQUENCE FOR EACH ITEM
2c. (READ EACH ITEM) -- as far as you're concerned, is that very important, somewhat important, not too important, or not at all important? RECORD BELOW

2d. And is that very true for you on the job you have now, somewhat true, not too true, or not true at all? If this simply doesn't apply to you on your job, just say so. RECORD BELOW

	Q.2c					Q.2d					
ROTATE -- START AT "X"	Very Important	Somewhat Important	Not Too Important	Not at All Important	Not Sure	Very True	Somewhat True	Not Too True	Not True at All	Not Applicable (Vol)	Not Sure
( ) 1. I'm encouraged to take risks....	(25(___-1	___-2	___-3	___-4	___-5	(32(___-1	___-2	___-3	___-4	___-5	___-6
( ) 2. The company has a formal organization or chain of command	(26(___-1	___-2	___-3	___-4	___-5	(33(___-1	___-2	___-3	___-4	___-5	___-6
( ) 3. There's a participatory management style at all levels of decision-making..........................	(27(___-1	___-2	___-3	___-4	___-5	(34(___-1	___-2	___-3	___-4	___-5	___-6
( ) 4. Executives initiate regular meetings with all levels of staff.........................	(28(___-1	___-2	___-3	___-4	___-5	(35(___-1	___-2	___-3	___-4	___-5	___-6
( ) 5. Management encourages a free exchange of information among employees and departments........	(29(___-1	___-2	___-3	___-4	___-5	(36(___-1	___-2	___-3	___-4	___-5	___-6
( ) 6. I'm given a lot of freedom to decide how I do my own work.....	(30(___-1	___-2	___-3	___-4	___-5	(37(___-1	___-2	___-3	___-4	___-5	___-6
( ) 7. Women are readily considered for promotion........................	(31(___-1	___-2	___-3	___-4	___-5	(38(___-1	___-2	___-3	___-4	___-5	___-6

3a. All in all, how satisfied would you say you are now in your job -- very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

Very satisfied..........(39(____-1
Somewhat satisfied..........____-2
Somewhat dissatisfied.......____-3
Very dissatisfied...........____-4
Not sure....................____-5

3b. And overall, how comfortable would you say you are with your physical surroundings on the job -- very comfortable, somewhat comfortable, somewhat uncomfortable, or very uncomfortable?

Very comfortable........(40(____-1
Somewhat comfortable........____-2
Somewhat uncomfortable......____-3
Very uncomfortable..........____-4
Not sure....................____-5

4a. Being honest with yourself, do you feel that you and your work colleagues certainly do as much work as you reasonably can, probably do as much as you can, or do you ever feel you could probably do more work?

Certainly do as much as can.....(41(____-1
Probably do as much as can..........____-2
Could probably do more..............____-3
Not sure............................____-4

4b. If conditions in your office were changed to make you more comfortable, do you feel you would be able to do more in a day, or not?

Would be able to do more(42(____-1
Would not...................____-2
Not sure....................____-3

4c. If your office were made more comfortable, do you feel that the quality of your work would improve, or not?

Quality would improve...(43(____-1
Would not improve...........____-2
Not sure....................____-3

4d. For each of the following, please tell me whether it's a very serious problem, a somewhat serious problem,, not much of a problem, or no problem at all to you in getting your work done. READ EACH ITEM

ROTATE -- START AT "X"	Very Serious Problem	Somewhat Serious Problem	Not Much of a Problem	No Problem at All	Not Sure
( ) 1. Inadequate or improper lighting......................	(44(____-1	____-2	____-3	____-4	____-5
( ) 2. Too much noise from machines, telephones, talking..........	(45(____-1	____-2	____-3	____-4	____-5
( ) 3. Too many distractions or interruptions from people walking by..................	(46(____-1	____-2	____-3	____-4	____-5
( ) 4. Temperature too hot or too cold.........................	(47(____-1	____-2	____-3	____-4	____-5
( ) 5. Lack of privacy..............	(48(____-1	____-2	____-3	____-4	____-5
( ) 6. Inadequate storage space.....	(49(____-1	____-2	____-3	____-4	____-5
( ) 7. Other people smoking.........	(50(____-1	____-2	____-3	____-4	____-5
( ) 8. People you need to interact with being too far away......	(51(____-1	____-2	____-3	____-4	____-5
( ) 9. Lack of access to executives.	(52(____-1	____-2	____-3	____-4	____-5
( ) 10. Inadequate working space.....	(53(____-1	____-2	____-3	____-4	____-5
( ) 11. Stale, stagnant air..........	(54(____-1	____-2	____-3	____-4	____-5

5a. Do you ever smoke while working at your desk or in your work area, or not?

Smoke in work area..........(55(____-1
Do not smoke in work area.......____-2
Not sure.......................____-3

5b. Is smoking in your office limited to certain areas, such as lounges, away from where people work, or not?

Is limited..............(56(____-1
Is not limited..............____-2
Not sure....................____-3

5c. Do you feel that smoking in offices should be limited to certain areas, or don't you feel that smoking should be limited that way?

Feel smoking should be limited.........(57(____-1
Don't feel smoking should be limited.......____-2
Not sure..................................____-3

6a. Now I'd like to talk about the chair you sit in when you're at work in your office. How important is your office chair to you -- very important, somewhat important, hardly important, or not at all important?

Very important..........(58(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

6b. If you were given a choice, would you say you're satisfied with the chair you now have, or would you prefer some other kind of chair?

Satisfied with present chair...........(59(____-1
Would prefer some other kind of chair......____-2
Not sure...................................____-3

6c. How well would you say your chair was designed for the type of job you do -- very well, somewhat well, not very well, or not at all well?

Very well...............(60(____-1
Somewhat well...............____-2
Not very well...............____-3
Not at all well.............____-4
Not sure....................____-5

6d. How often do you adjust your chair for height, firmness of back support, and so forth -- very often, sometimes, only rarely, or never?

Very often..............(61(____-1
Sometimes...................____-2
Only rarely.................____-3
Never.......................____-4
Chair doesn't adjust (vol.).____-5
Not sure....................____-6

6e. Now I'd like to read you some characteristics of office chairs. For each one, please tell me if you consider it very important, somewhat important, hardly important, or not at all important? READ EACH ITEM

ROTATE -- START AT "X"	Very Important	Somewhat Important	Hardly Important	Not at All Important	Not Sure
( ) 1. It offers exceptional comfort with a minimum of adjustments......	(62(____-1	____-2	____-3	____-4	____-5
( ) 2. It has adjustments that are easy to understand and use..............	(63(____-1	____-2	____-3	____-4	____-5
( ) 3. It has arm rests..................	(64(____-1	____-2	____-3	____-4	____-5
( ) 4. The seat height can be adjusted....	(65(____-1	____-2	____-3	____-4	____-5
( ) 5. It turns or swivels on its base....	(66(____-1	____-2	____-3	____-4	____-5
( ) 6. It's in a color and fabric you like	(67(____-1	____-2	____-3	____-4	____-5
( ) 7. It has a style and design you like.	(68(____-1	____-2	____-3	____-4	____-5
( ) 8. It can be sat in for long periods and still be comfortable..........	(69(____-1	____-2	____-3	____-4	____-5

6f. To what extent does your chair restrict your reaching, twisting, or shifting positions while seated -- a great deal, somewhat, not too much, or not at all?

A great deal............(70(____-1
Somewhat....................____-2
Not too much................____-3
Not at all..................____-4
Not sure....................____-5

6g. Do you feel that a more comfortable chair would help you do a great deal more work, somewhat more work, or no more work in a day than you do now?

Great deal more.........(71(____-1
Somewhat more...............____-2
No more.....................____-3
Not sure....................____-4

6h. If your chair were more comfortable, do you feel the quality of your work would improve, or not?

Would improve...........(72(____-1
Would not improve...........____-2
Not sure....................____-3

6i. How important do you feel an office chair is in showing the status of an office worker -- very important, somewhat important, hardly important, or not at all important?

Very important..........(73(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

6j. Is the appearance of the furniture you currently have in your personal workspace predominately wood, do you have wood work surfaces only, or doesn't your furniture appear to have any wood?

Predominantly wood......(74(____-1
Wood work surfaces only.....____-2
No wood.....................____-3
I don't care (vol.).........____-4
Other (SPECIFY):

______________________________...____5
Not sure....................____-6

6k. And what would your preference be for your personal workspace -- furniture with a predominantly wood appearance, wood work surfaces only, or no wood appearance at all?

Predominantly wood......(75(____-1
Wood work surfaces only.....____-2
No wood.....................____-3
Other (SPECIFY):

______________________________...____4
Not sure....................____-5

7a. Do you use a computer terminal or personal computer in the office, or not? That includes word processing.

Use.....................(76(____-1 (ASK Q.7b)

Don't use...................____-2 } (SKIP TO Q.8a)
Not sure....................____-3 }

7b. On an average workday at the office, how many hours do you spend using the terminal or personal computer? Remember, this includes time you use a computer for word processing.

/ / / hours
(77-78)

Not sure........(79(____-1

7c. How comfortable are you with the furniture and the way the workspace is set up to use the terminal or PC -- very comfortable, somewhat comfortable, somewhat uncomfortable, or very uncomfortable?

Very comfortable........(80(____-1 } (SKIP TO Q.8a)
Somewhat comfortable........____-2 }

Somewhat uncomfortable......____-3 }
Very uncomfortable..........____-4 } (ASK Q. 7d)
Not sure....................____-5 }

7d. What is it you're not comfortable with about the furniture or the way the workspace is set up? DO NOT READ LIST -- MULTIPLE RECORD

1. Chair can't go high enough......................(3*10(____-1
2. Chair can't go low enough.........................(11(____-1
3. PC/terminal takes up too much space................(12(____-1
4. Computer table/return too high.....................(13(____-1
5. Computer table/return too low......................(14(____-1
6. Printer not within easy reach/have to get up to reach it..................................(15(____-1
7. Too much wire/cable from computer lying around/gets in my way.....................................(16(____-1
8. Glare on screen....................................(17(____-1
9. Room lights too bright.............................(18(____-1
10. CRT can't be moved/position adjusted...............(19(____-1

Other (SPECIFY):

____.(20(____-1
Not sure...____-2

ASK EVERYONE

8a. How much of a say do you and your fellow workers have in what kind of workspace, furniture, and equipment you get -- a lot of say, some say, not too much say, or no say at all?

A lot..................(21(____-1
Some........................____-2
Not too much................____-3
None at all.................____-4
Not sure....................____-5

8b. And how important is it for you personally to have a say in these things -- very important, somewhat important, hardly important, or not at all important?

Very important..........(22(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

9a. Is your usual workspace a private office with a door, a partitioned space divided with screens or panels that's part of a so-called "open plan" system, or do you occupy an open space with groups of workers? SINGLE RECORD

Private office..........(23(____-1
Partitioned office..........____-2
Open space with others......____-3
Other (SPECIFY):

_________________________..____-4
Not sure....................____-5

9b. And what kind of workspace would you prefer -- a private office, a partitioned space divided with screens or panels that's part of a so-called "open plan" system, or occupying an open space with other groups of workers? SINGLE RECORD

Private office..........(24(____-1
Partitioned space...........____-2
Open space with others......____-3
Other (SPECIFY):

_________________________...____-4
Not sure....................____-5

9c. In an average day, how many hours do you spend working in your personal workspace?

/ / / hours
(25-26)

Not sure........(27(____-1

9d. And in an average day, how many hours do you spend in meetings?

/ / / hours
(28-29)

Not sure........(30(____-1

9e. How many hours in a typical week do you work at your job?

/ / / hours
(31-32)

Not sure........(33(____-1

ASK Q.9f IF 30 HOURS OR MORE IN Q.9e; SKIP OTHERS TO Q.10a

9f. How often do you work weekends -- very often, sometimes, not very often, or never?

Very often..............(34(____-1 } (ASK Q.9g)
Sometimes...................____-2 } (ASK Q.9g)
Not very often..............____-3 } (ASK Q.9g)

Never.......................____-4 } (SKIP TO Q.10a)
Not sure....................____-5 } (SKIP TO Q.10a)

9g. On weekends when you work, do you usually work at home or at the office?

Home....................(35(____-1
Office......................____-2
Both (vol.).................____-3
Depends (vol.)..............____-4
Other (SPECIFY):

_________________________...____-5
Not sure....................____-6

ASK EVERYONE

10a. Now I'd like to ask you a few questions about your health. In general, in view of your age, would you say your health is excellent, pretty good, only fair, or poor?

Excellent...............(36(____-1
Pretty good.................____-2
Only fair...................____-3
Poor........................____-4
Not sure....................____-5

10b. Roughly speaking, how many days in the last twelve months have you experienced (READ EACH ITEM)?

ROTATE LIST -- START AT "X"	No. of Days	None/0	Not Sure
( ) 1. Headaches..........	/ / / / (37-39)	(40(____-1	____-2
( ) 2. Eye strain.........	/ / / / (41-43)	(44(____-1	____-2
( ) 3. Backaches..........	/ / / / (45-47)	(48(____-1	____-2
( ) 4. Dizzy spells.......	/ / / / (49-51)	(52(____-1	____-2
( ) 5. Nausea.............	/ / / / (53-55)	(56(____-1	____-2

ASK Q.10c IF ANY NUMBER OF DAYS RECORDED IN Q.10b FOR ANY ITEM 1 - 5; SKIP OTHERS TO Q.11.

10c. In total, if you had to guess, how many workdays did you miss during the last twelve months due to (READ ITEMS IN Q.10b FOR WHICH NUMBER OF DAYS HAS BEEN RECORDED)? I'm talking about all of them combined.

/ / / / workdays
(57-59)

None/0........(60(____-1
Not sure..........____-2

ASK EVERYONE

11. To what extent do you feel the health and wellbeing of office employees are a policy concern of management in your organization -- in your opinion is this a very important concern of management, somewhat important, not too important, or not at all important:

Very important..........(61(____-1
Somewhat important..........____-2
Not too important...........____-3
Not at all important........____-4
Not sure....................____-5

F1. Now, I'd like you to describe for me the type of work you do. What is your main job? (PROBE:) What is your job title? What are your main duties?

____ (62-63)

____ (64-65)

____ (66-67)

F2. What kind of business or field is that in?

____ (68-69)

____ (70-71)

____ (72-73)

F3. How long have you been employed in your present job?

/__/__/ years
(74-75)

Less than one year......(76(____-1
Not sure....................____-2
Refused.....................____-3

77-80Z

F4. How many employees would you estimate work in the branch or location of your organization where you work?

/__/__/__/ , /__/__/__/ employees
(4*10-15)

Not sure......(16(____-1

F5. And how many employees would you estimate work in all branches and locations of your company or organization?

/__/__/__/ , /__/__/__/ , /__/__/__/ employees
(17-25)

Not sure......(26(____-1

F6. What is the name of the company or organization you work for?

____ (27-28)

____ (29-30)

____ (31-32)

F7a. How old are you?

/ / / years
(33-34)

Refused.......(35(____-1

F7b. What is your height in feet and inches?

/ / feet / / / inches
(36) (37-38)

Not sure......(39(____-1
Refused...........____-2

F7c. And approximately what is your weight?

/ / / / lbs.
(40-42)

Not sure......(43(____-1
Refused...........____-2

F8. What was the last grade or level of school you completed?

No formal schooling..........(44(____-1
First through 7th grade..........____-2
8th grade.........................____-3
Some high school.................____-4
High school graduate.............____-5
Some college.....................____-6
Two-year college graduate........____-7
Four-year college graduate.......____-8
Postgraduate.....................____-9
Trade/technical/vocational
after high school*...............____-0

INTERVIEWER: PROBE FOR LAST LEVEL OF FORMAL EDUCATION AND CODE INTO APPROPRIATE CATEGORY

F9a. Which of the following income categories best describes your total 1985 household income? Was it (READ LIST)? RECORD BELOW

F9b. And which category best describes what you yourself made in 1985? (READ LIST) RECORD BELOW

	Q.F9a	Q.F9b
$7,500 or less...........	(45(____-1	(46(____-1
$7,501 to $15,000............	____-2	____-2
$15,001 to $25,000...........	____-3	____-3
$25,001 to $35,000...........	____-4	____-4
$35,001 to $50,000...........	____-5	____-5
$50,001 or over..............	____-6	____-6
Not sure.....................	____-7	____-7

F10. Are you of Hispanic origin or descent, or not?

Yes, of Hispanic origin.......(47(____-1
No, not of Hispanic origin........____-2
Not sure..........................____-3

F11. Do you consider yourself white, black, oriental, or some other classification?

White...........................(48(____-1
Black...............................____-2
Oriental/Asian or Pacific Islander..____-3
American Indian or Alaskan native...____-4
Not sure............................____-5

49-80Z

That completes the interview. Thank you very much for your cooperation!

TIME ENDED:__________A.M./P.M.

FACILITIES MANAGERS QUESTIONNAIRE

LOUIS HARRIS AND ASSOCIATES, INC.
630 Fifth Avenue
New York, New York 10111

/ FOR OFFICE USE ONLY:
/
/ Questionnaire No.:__________
/
/___ ______ __________5-6-7-8___

Study No. 861025 (Facilities Managers)

October 23, 1986

Sample Point No./ / / / / / /
10-11-12-13-14-15

Time Started:______________A.M./P.M.

Interviewer:__________________________________ I.D. No.:________ Date:____________

Respondent:____

Title:____

Organization:____

Address:____

____

Area Code:___________ Telephone No.:_______________________________________ (16-25)

- -

SWITCHBOARD INTRODUCTION:

Hello, I'm _______________, from Louis Harris and Associates, the national survey research organization in New York. May I speak with (Mr./Ms ____________) please?

RESPONDENT INTRODUCTION:

Hello, I'm ________________, from Louis Harris and Associates, the national survey research organization. We're conducting a study about office environments. We've talking to facilities managers in organizations across the country, and we'd like to get your opinions, too. Your anonymity is guaranteed. Neither you nor your organization will be identified by name. All results will be reported in aggregate form only. As a token of thanks for your participation, we'll send you a report of the findings when the study is completed.

A. First, just to make sure I'm speaking with the right person: are you involved in facilities management at (NAME OF ORGANIZATION), including arranging, specifying, and purchasing office furniture?

Yes........____ (CONTINUE WITH Q.B)

No.........____ (GET REFERRAL TO APPROPRIATE RESPONDENT:
Can you tell me the name of someone who is
so I can try to contact them?)

B. Have you been doing that kind of work for at least three years? That could be in any company or organization.

Yes........____ (CONTINUE WITH QUESTIONNAIRE)

No.........____ (GET REFERRAL TO APPROPRIATE RESPONDENT: Can you tell me the name of someone who has, so I can try to contact them?)

RECORD FROM SAMPLE CARD, DO NOT ASK:

Primary SIC: /_/_/_/_/ (26-29)

Number of employees HQ location: /_/_/_/_/,/_/_/_/_/ (30-35)

Number of employees nationwide: /_/_/_/_/,/_/_/_/_/,/_/_/_/_/ (36-44)

Revenues (IF APPLICABLE): $ /_/_/_/_/,/_/_/_/_/,/_/_/_/_/,0 0 0 (45-53)

Sex: Male.....(54(____-1
Female.......____-2

1. Let's begin with a general question. All in all, compared to ten years ago, do you feel the quality of working life in this country has improved, grown worse, or stayed about the same?

Improved . . . . (55)____-1
Grown worse ____-2
Stayed the same ____-3
Not sure ____-4

2a. All in all, if you had to say, how satisfied do you think most of your organization's office employees are now in their jobs -- very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

Very satisfied (56)____-1
Somewhat satisfied ____-2
Somewhat dissatisfied ____-3
Very dissatisfied ____-4
Not sure ____-5

2b. And if you had to say, overall, how comfortable do you think they are with their physical surroundings on the job -- very comfortable, somewhat comfortable, somewhat uncomfortable, or very uncomfortable?

Very comfortable (57)____-1
Somewhat comfortable ____-2
Somewhat uncomfortable ____-3
Very uncomfortable ____-4
Not sure ____-5

2c. Generally, would you say that how comfortable an employee feels in his or her office affects their job performance a great deal, somewhat, hardly at all, or not at all?

Affects a great deal (58)____-1
Somewhat ____-2
Hardly at all ____-3
Not at all ____-4
Not sure ____-5

2d. From your perspective as a facilities manager, would you say your organization is very concerned, somewhat concerned, hardly concerned, or not at all concerned about employee comfort on the job?

Very concerned (59)____-1
Somewhat concerned ____-2
Hardly concerned ____-3
Not at all concerned ____-4
Not sure ____-5

3a. In terms of productivity, do you feel that your organization's office employees certainly do as much work as they reasonably can, probably do as much as they can, or do you ever feel they could probably do more work?

Certainly do as much as can...(60(____-1
Probably do as much as can........____-2
Could probably do more............____-3
Not sure..........................____-4

3b. In general, do you feel that office workers are more productive, less productive, or produce about the same amount of work as workers in other types of jobs do?

More productive........(61(____-1
Less productive............____-2
About the same.............____-3
Can't be compared (vol.) . ____-4
Not sure...................____-5

3c. For many years, people in jobs like manufacturing, farming, sales, and construction have had their productivity measured by how much work they produce in a given period of time. Has your organization attempted to measure how much work is produced in a given period of time by its office workers?

Have attempted to measure...(62(____-1 (ASK Q.3d)

Have not attempted to measure.....____-2 } (SKIP TO Q.3e)
Not sure..........................____-3 }

3d. Did your organization find it very easy, somewhat easy, somewhat difficult, very difficult, or impossible to measure the productivity of office workers?

Very easy.........(63(____-1 }
Somewhat easy.........____-2 }
Somewhat difficult....____-3 }
Very difficult........____-4 } (SKIP TO Q.3f)
Impossible............____-5 }
Not sure..............____-6 }

3e. If it were attempted, do you think it would be very easy, somewhat easy, somewhat difficult, very difficult, or impossible to measure the productivity of office workers?

Very easy.........(64(____-1
Somewhat easy.........____-2
Somewhat difficult....____-3
Very difficult........____-4
Impossible............____-5
Not sure..............____-6

ASK EVERYONE

3f. Looking toward the future, how likely do you think it will be for your organization to increase its efforts to measure and improve office productivity -- very likely, somewhat likely, hardly likely, or not at all likely?

Very likely.........(65(____-1
Somewhat likely..........____-2
Hardly likely............____-3
Not at all likely........____-4
Not sure.................____-5

3g. In trying to improve the productivity of office workers, how important do you feel increased employee comfort on the job will be -- very important, somewhat important, hardly important at all, or not at all important?

Very important......(66(____-1
Somewhat important.......____-2
Hardly important at all..____-3
Not at all important.....____-4
Not sure.................____-5

4a. As you know, employees may have complaints about some aspect of their office environment that they feel is uncomfortable. As far as you know, who do office workers generally turn to first with their complaints about physical discomfort -- a fellow worker, a supervisor, an office manager, an executive, an employee representative such as a union representative or ombudsman, or someone else?

A fellow worker.........(67(____-1
A supervisor.................____-2
An office manager............____-3
An executive.................____-4
An employee representative...____-5
Someone else (SPECIFY):

____________________________.____-6
Not sure.....................____-7

4b. If conditions in the office were changed to make your organization's office workers more comfortable, do you feel they would be able to do more work in a day, or not?

Would be able to do more..(68(____-1
Would not.....................____-2
Not sure......................____-3

4c. If your organization's offices were made more comfortable, do you feel that the quality of work would improve, or not?

Quality would improve.....(69(____-1
Would not improve.............____-2
Not sure......................____-3

4d. For each of the following, please tell me whether you feel it's a very serious problem, a somewhat serious problem, not much of a problem, or no problem at all for the majority of office workers at your organization. READ EACH ITEM

ROTATE - START AT "X"			Very Serious Problem	Somewhat Serious Problem	Not Much of a Problem	No Problem at All	Not Sure
( )	1.	Inadequate or improper lighting	(70)____-1	____-2	____-3	____-4	____-5
( )	2.	Too much noise from machines, telephones, talking	(71)____-1	____-2	____-3	____-4	____-5
( )	3.	Too many distractions or interruptions from people walking by	(72)____-1	____-2	____-3	____-4	____-5
( )	4.	Temperature too hot or too cold	(73)____-1	____-2	____-3	____-4	____-5
( )	5.	Lack of privacy	(74)____-1	____-2	____-3	____-4	____-5
( )	6.	Inadequate storage space	(75)____-1	____-2	____-3	____-4	____-5
( )	7.	Other people smoking	(76)____-1	____-2	____-3	____-4	____-5
( )	8.	People they need to interact with being too far away	(77)____-1	____-2	____-3	____-4	____-5
( )	9.	Lack of access to executives	(78)____-1	____-2	____-3	____-4	____-5
( )	10.	Inadequate working space	(79)____-1	____-2	____-3	____-4	____-5
( )	11.	Stale, stagnant air	(80)____-1	____-2	____-3	____-4	____-5

5a. Is smoking in your organization's offices limited to certain areas, such as lounges, away from where people work, or not?

Is limited	2*(10)____-1
Is not limited	____-2
Not sure	____-3

5b. Do you feel that smoking in offices should be limited to certain areas, or don't you feel that smoking should be limited that way?

Feel smoking should be limited	(11)____-1
Don't feel smoking should be limited	____-2
Not sure	____-3

6a. Now I'd like to talk for just a moment about the chairs employees sit in when they're at work in the office. If you had to say, how important do you think their office chairs are to them -- very important, somewhat important, hardly important, or not at all important?

Very important . . . . . (12)____-1
Somewhat important . . . . ____-2
Hardly important . . . . ____-3
Not at all important . . . ____-4
Not sure . . . . . . ____-5

6b. On the whole, do you think they're satisfied with the chairs they now have, or would they prefer some other kind of chair?

Satisfied with present chair . . . . (13)____-1
Would prefer some other kind of chair . . ____-2
Not sure . . . . ____-3

6c. Overall, for the majority of office employees at your organization, how well would you say their chairs were designed for the types of jobs they do -- very well, somewhat well, not very well, or not at all well?

Very well . . . . . (14)____-1
Somewhat well . . . . ____-2
Not very well . . . . ____-3
Not at all well . . . ____-4
Not sure . . . . . ____-5

6d. Now I'd like to read you some characteristics of office chairs. For each one, please tell me if you consider it very important, somewhat important, hardly important, or not at all important? READ EACH ITEM

ROTATE -- START AT "X"	Very Important	Somewhat Important	Hardly Important	Not at All Important	Not Sure
( ) 1. It offers exceptional comfort with a minimum of adjustments	(15)____-1	____-2	____-3	____-4	____-5
( ) 2. It has adjustments that are easy to understand and use	(16)____-1	____-2	____-3	____-4	____-5
( ) 3. It has arm rests.	(17)____-1	____-2	____-3	____-4	____-5
( ) 4. The seat height can be adjusted.	(18)____-1	____-2	____-3	____-4	____-5
( ) 5. It turns or swivels on its base	(19)____-1	____-2	____-3	____-4	____-5
( ) 6. It's in a color and fabric employees like.	(20)____-1	____-2	____-3	____-4	____-5
( ) 7. It has a style and design employees like.	(21)____-1	____-2	____-3	____-4	____-5
( ) 8. It can be sat in for long periods and still be comfortable	(22)____-1	____-2	____-3	____-4	____-5

6e. Thinking about the majority of office employees in your organization, to what extent do you think their chairs restrict their reaching, twisting, or shifting positions while seated -- a great deal, somewhat, not too much, or not at all?

A great deal......(23(____-1
Somewhat..............____-2
Not too much..........____-3
Not at all............____-4
Not sure..............____-5

6f. Do you feel that more comfortable chairs would help your organization's office employees do a great deal more work, somewhat more work, or no more work in a day than they do now?

Great deal more.....(24(____-1
Somewhat more...........____-2
No more.................____-3
Not sure................____-4

6g. If their chairs were more comfortable, do you feel the quality of their work would improve, or not?

Would improve.......(25(____-1
Would not improve.......____-2
Not sure................____-3

6h. How important do you feel an office chair is in showing the status of an office worker -- very important, somewhat important, hardly important, or not at all important?

Very important......(26(____-1
Somewhat important......____-2
Hardly important........____-3
Not at all important....____-4
Not sure................____-5

7a. What's your estimate of the percentage of office employees in your organization who use a computer terminal or personal computer in the office? That includes word processing.

/__/__/__/ % of office employees
(27-29)

Not sure...........(30(____-1

7b. Have terminal or PC users in the office ever complained to you that they've not comfortable with their furniture or the way their workplace is set up?

Have complained....(31(____-1 (ASK Q 7c)

Have not complained.....____-2 } (SKIP TO Q 8a)
Not sure................____-3 }

7c. About what percentage of terminal or PC users have complained? Your best estimate is fine!

/ / / / % of terminal/PC users
(32-34)

Not sure..........(35(___ -1

7d. As far as you know, what is it about the furniture or the way the workspace is set up that they're not comfortable with? DO NOT READ LIST -- MULTIPLE RECORD

1. Chair can't go high enough........................(36(___ -1
2. Chair can't go low enough.........................(37(___ -1
3. PC/terminal takes up too much space...............(38(___ -1
4. Computer table/return too high....................(39(___ -1
5. Computer table/return too low.....................(40(___ -1
6. Printer not within easy reach/have to get up reach it...(41(___ -1
7. Too much wire/cable from computer lying around/ gets in the way..................................(42(___ -1
8. Glare on screen...................................(43(___ -1
9. Room lights too bright............................(44(___ -1
10. CRT can't be moved/position adjusted..............(45(___ -1
11. Other (SPECIFY):

____(46(___ -1

Not sure.. ___ -2

ASK EVERYONE

ASK Q.8a AND Q.8b IN SEQUENCE FOR EACH ITEM

8a. Next, I'd like to ask you about the importance of several issues in office design today and in the future as they affect your organization. How important an issue do you feel (READ EACH ITEM) is/are in the design and planning of your offices today -- very important, somewhat important, hardly important, or not important at all? RECORD BELOW

8b. Do you feel this will be a more important issue for the design and planning of your offices in the next ten years, a less important issue, or about as important as it is now? RECORD BELOW

	Q.8a					Q.8b			
ROTATE -- START AT "X"	Very Important	Somewhat Important	Hardly Important	Not Important at All	Not Sure	More Important	Less Important	About as Important	Not Sure
( ) 1. Differences in status among office workers..................	(47(___-1	___-2	___-3	___-4	___-5	(67(___-1	___-2	___-3	___-4
( ) 2. Office workers' need for privacy.	(48(___-1	___-2	___-3	___-4	___-5	(68(___-1	___-2	___-3	___-4
( ) 3. Office workers' being able to interface with colleagues........	(49(___-1	___-2	___-3	___-4	___-5	(69(___-1	___-2	___-3	___-4
( ) 4. Office workers being able to work away from their personal workstations if the need arises..	(50(___-1	___-2	___-3	___-4	___-5	(70(___-1	___-2	___-3	___-4
( ) 5. The personal preferences of top management..................	(51(___-1	___-2	___-3	___-4	___-5	(71(___-1	___-2	___-3	___-4
( ) 6. A participatory management style.	(52(___-1	___-2	___-3	___-4	___-5	(72(___-1	___-2	___-3	___-4
( ) 7. Furniture and office arrangements designed to help people use computer terminals and PCs.......	(53(___-1	___-2	___-3	___-4	___-5	(73(___-1	___-2	___-3	___-4
( ) 8. Employee productivity...........	(54(___-1	___-2	___-3	___-4	___-5	(74(___-1	___-2	___-3	___-4
( ) 9. Decreased paperwork and filing due to computerization and word processing..................	(55(___-1	___-2	___-3	___-4	___-5	(75(___-1	___-2	___-3	___-4
( ) 10. Word processing pools that reduce the need for private secretaries......................	(56(___-1	___-2	___-3	___-4	___-5	(76(___-1	___-2	___-3	___-4
( ) 11. Attention to workflow and work patterns....................	(57(___-1	___-2	___-3	___-4	___-5	(77(___-1	___-2	___-3	___-4
( ) 12. Health and safety in the office environment......................	(58(___-1	___-2	___-3	___-4	___-5	(78(___-1	___-2	___-3	___-4
( ) 13. Aesthetics......................	(59(___-1	___-2	___-3	___-4	___-5	(79(___-1	___-2	___-3	___-4
( ) 14. The desire to promote serenity and reduce stress................	(60(___-1	___-2	___-3	___-4	___-5	(80(___-1	___-2	___-3	___-4
( ) 15. Providing more space per worker..	(61(___-1	___-2	___-3	___-4	___-5	3*(10(___-1	___-2	___-3	___-4
( ) 16. Management's recognition of the value of good office environment.	(62(___-1	___-2	___-3	___-4	___-5	(11(___-1	___-2	___-3	___-4
( ) 17. The cost of space................	(63(___-1	___-2	___-3	___-4	___-5	(12(___-1	___-2	___-3	___-4
( ) 18. Office standards.................	(64(___-1	___-2	___-3	___-4	___-5	(13(___-1	___-2	___-3	___-4
( ) 19. Expressing the organization's image..............	(65(___-1	___-2	___-3	___-4	___-5	(14(___-1	___-2	___-3	___-4
( ) 20. The use of furniture with wood finishes....................	(66(___-1	___-2	___-3	___-4	___-5	(15(___-1	___-2	___-3	___-4

9a. How much of a say do the office workers in your organization have in what kind of workspace, furniture, and equipment they get -- a lot of say, some say, not too much say, or no say at all?

A lot.........(16(____-1
Some..............____-2
Not too much......____-3
None at all.......____-4
Not sure..........____-5

9b. And in your opinion, from office workers' point of view, how important is it for them to have a say in these things -- very important, somewhat important, hardly important, or not at all important?

Very important......(17(____-1
Somewhat important.......____-2
Hardly important.........____-3
Not at all important.....____-4
Not sure.................____-5

9c. And, from your point of view, how desirable is it to give office workers a say in these things -- very desirable, somewhat desirable, somewhat undesirable, or very undesirable?

Very desirable......(18(____-1
Somewhat desirable.......____-2
Somewhat undesirable.....____-3
Very undesirable.........____-4
Not sure.................____-5

10a. Now, I'd like to ask you about office arrangements in your organization. Thinking about all office employees in the organization, what percentage would you guess have private offices with doors?

/ / / / % of all office employees
(19-21)

Not sure.......(22(____-1

10b. And what percentage would you guess have a partitioned space divided with screens or panels that's part of a so-called "open plan system?"

/ / / / % of all office employees
(23-25)

Not sure.......(26(____-1

10c. And what percentage would you guess occupy an open space with groups of workers?

/ / / / % of all office employees
(27-29)

Not sure.......(30(____-1

INTERVIEWER: ANSWERS IN Q.10a, Q.10b, AND Q.10c SHOULD ADD TO 100%

11. To what extent are the health and wellbeing of your office employees a policy concern of management in your organization -- is this a very important concern, somewhat important, not too important, or not at all important?

Very important......(31(____-1
Somewhat important......____-2
Not too important.......____-3
Not at all important....____-4
Not sure................____-5

12. Has your organization undertaken a space renovation project involving at least fifty workstations in the past three years, or not?

Has............(32(____-1
Has not............____-2
Not sure...........____-3

F1a. How many employees in total, does your organization employ nationwide?

/ / / / , / / / / , / / / / employees nationwide
(33-41)

Not sure..............(42(____-1
Refused...................____-2

F1b. And what percentage of these would you say are office workers?

/ / / / %
(43-45)

Not sure..............(46(____-1
Refused...................____-2

F2. How long have you been employed in this organization?

/ / / years
(47-48)

Less than one year......(49(____-1
Not sure....................____-2
Refused.....................____-3

F3. And how long have you held your present position there?

/ / / years
(50-51)

Less than one year......(52(____-1
Not sure....................____-2
Refused.....................____-3

F4. Have you had formal education in facilities management, or not?

Have had...............(53(____-1
Have not...................____-2
Not sure...................____-3
Refused....................____-4

F5. How old are you?

/ / / years
(54-55)

Not sure...............(56(____-1
Refused....................____-2

57-80Z

That completes the interview. Thank you very much for your cooperation!

TIME ENDED: __________A.M./P.M.

TOP EXECUTIVES QUESTIONNAIRE

LOUIS HARRIS AND ASSOCIATES, INC.
630 Fifth Avenue
New York, New York 10111

FOR OFFICE USE ONLY:

Questionnaire No.: ________

5-6-7-8

Study No. 861023 (CEOs/Human Resources Executives)

October 23, 1986

Sample Point No. [illegible]
10-11-12-13-14-15

Time Started ____________ A.M./P.M.

Interviewer: ______________________ I.D. No. ________ Date: ________

Respondent: ______________________________________

Title: ______________________________________

Organization: ______________________________________

Address: ______________________________________

____

Area Code ________ Telephone No. ______________________ (16-25)

SWITCHBOARD INTRODUCTION:

Hello, I'm ____________ [illegible]

[illegible]

RESPONDENT INTRODUCTION:

Hello, I'm ____________ [illegible]

[illegible]

As a token of thanks [illegible] the study is completed.

[illegible]

[illegible] (26-27)

Number of employees [illegible]

Number of employees [illegible]

Revenues [illegible]

[illegible]

3a. All in all, if you had to say, how satisfied do you think most of your organization's office employees are now in their jobs -- very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied?

Very satisfied	(17) ___	1
Somewhat satisfied	___	2
Somewhat dissatisfied	___	3
Very dissatisfied	___	4
Not sure	___	5

3b. And if you had to say, overall, how comfortable do you think [illegible] physical surroundings on the job -- very comfortable, somewhat comfortable, somewhat uncomfortable, or very uncomfortable?

Very comfortable	(18) ___	1
Somewhat comfortable	___	2
Somewhat uncomfortable	___	3
Very uncomfortable	___	4
Not sure	___	5

3c. Overall, would you say that [illegible] affects their job performance a great deal, somewhat, hardly at all, or not at all?

Affects a great deal	(19) ___	1
Somewhat	___	2
Hardly at all	___	3
Not at all	___	4
Not sure	___	5

3d. From your perspective as a top executive, would you say [illegible] interested, somewhat interested, hardly interested [illegible] comfort on the job?

Very interested	(20) ___	1
Somewhat interested	___	2
Hardly interested	___	3
Not at all interested	___	4
Not sure	___	5

4a. In terms of [illegible], do you think that [illegible] actually do as much work as they [illegible] you ever feel they could produce a lot more work?

Certainly do as much as [illegible]	(21)
Probably do as much as they	
Could probably do more	
Not sure	

4b. In general, do you think that office workers [illegible] produce about the same amount of work as [illegible]

More produce now	(22)
Less produce now	
About the same	
Can't be compared [illegible]	
Not sure	

48. For many years, people in jobs like manufacturing, farming, [illegible], and construction have had their productivity measured by how much work they produce in a given period of time. Has your organization attempted to measure how much work is produced in a given period of time by its office workers?

Have attempted to measure (43)____-1 (ASK Q.49)

Have not attempted to measure ____-2 } [illegible]
Not sure ____-3

49. Did your organization find it very easy, somewhat easy, somewhat difficult, very difficult, or impossible to measure the productivity of office workers?

Very easy (44)____-1
Somewhat easy ____-2
Somewhat difficult ____-3 } [illegible]
Very difficult ____-4
Impossible ____-5
Not sure ____-6

50. If it were attempted, do you think it would be very easy, somewhat easy, somewhat difficult, very difficult, or impossible to measure the productivity of office workers?

Very easy (45)____-1
Somewhat easy ____-2
Somewhat difficult ____-3
Very difficult ____-4
Impossible ____-5
Not sure ____-6

JOB [illegible]

51. [illegible] to increase the [illegible] [illegible] [illegible]

Very likely ____
Somewhat likely ____
Hardly likely ____
Not at all likely ____
Not sure ____

52. [illegible]

Very important ____
Somewhat important ____
Hardly important ____
Not at all important ____
Not sure ____

5a. As you know, employees may have complaints about some aspect of their office environment that they feel is uncomfortable. As far as you know, who do office workers generally turn to first with their complaints about physical discomfort -- a fellow worker, a supervisor, an office manager, an executive, an employee representative such as a union representative or ombudsman, or someone else?

A fellow worker (48)____-1
A supervisor ____-2
An office manager ____-3
An executive ____-4
An employee representative ____-5
Someone else (SPECIFY):

______________________ ____-6
Not sure ____-7

5b. If conditions in the office were changed to make your organization's office workers more comfortable, do you feel they would be able to do more work in a day, or not?

Would be able to do more (49)____-1
Would not ____-2
Not sure ____-3

5c. If your organization's offices were made more comfortable, do you feel that the quality of work would improve, or not?

Quality would improve (50)____-1
Would not improve ____-2
Not sure ____-3

6a. Now some questions on smoking. Is smoking in your organization's offices limited to certain areas, such as lounges, away from where people work, or not?

Is limited (51)____-1
Is not limited ____-2
Not sure ____-3

6b. Do you feel that smoking in offices should be limited to certain areas, or don't you feel that smoking should be limited that way?

Feel smoking should be limited (52)____-1
Don't feel smoking should be limited ____-2
Not sure ____-3

7a. Now I'd like to talk for just a moment about the chairs your employees sit in when they're at work in the office. If you had to say, how important do you think their office chairs are to them -- very important, somewhat important, hardly important, or not at all important?

Very important......(53)____-1
Somewhat important.......____-2
Hardly important.........____-3
Not at all important.....____-4
Not sure ....____-5

7b. On the whole, do you think they're satisfied with the chairs they now have, or would they prefer some other kind of chair?

Satisfied with present chair..........(54(____-1
Would prefer some other kind of chair.....____-2
Not sure..................................____-3

7c. Do you feel that more comfortable chairs would help your office employees do a great deal more work, somewhat more work, or no more work in a day than they do now?

Great deal more......(55(____-1
Somewhat more..............____-2
No more....................____-3
Not sure...................____-4

7d. If their chairs were more comfortable, do you feel the quality of their work would improve, or not?

Would improve........(56(____-1
Would not improve..........____-2
Not sure...................____-3

7e. How important do you feel an office chair is in showing the status of an office worker -- very important, somewhat important, hardly important, or not at all important?

Very important.......(57(____-1
Somewhat important.........____-2
Hardly important...........____-3
Not at all important.......____-4
Not sure...................____-5

8a. How much of a say do the office workers in your organization have in what kind of workspace, furniture, and equipment they get -- a lot of say, some say, not too much say, or no say at all?

A lot..........(58(____-1
Some.................____-2
Not too much.........____-3
None at all..........____-4
Not sure.............____-5

8b. And in your opinion, from office workers' point of view, how important is it for them to have a say in these things -- very important, somewhat important, hardly important, or not at all important?

Very important.......(59(____-1
Somewhat important.........____-2
Hardly important...........____-3
Not at all important.......____-4
Not sure...................____-5

8c. And, from your point of view, how desirable is it to give office workers a say in these things -- very desirable, somewhat desirable, somewhat undesirable, or very undesirable?

Very desirable......(60(____-1
Somewhat desirable......____-2
Somewhat undesirable....____-3
Very undesirable........____-4
Not sure................____-5

9. To what extent are the health and wellbeing of your office employees a policy concern of management in your organization -- is this a very important concern, somewhat important, not too important, or not at all important?

Very important......(61(____-1
Somewhat important......____-2
Not too important.......____-3
Not at all important....____-4
Not sure................____-5

10a. Now I'd like to ask you, do you yourself have a computer terminal or personal computer in your office?

Have terminal or PC.....(62(____-1 (ASK Q.10b)

Don't have....................____-2
Not sure......................____-3 (SKIP TO Q.F1a)

10b. How frequently do you use it -- regularly, sometimes, not very often, or never?

Regularly...............(63(____-1
Sometimes.....................____-2
Not very often................____-3
Never.........................____-4
Not sure......................____-5

10c. If you had to say, how proficient are you at using the terminal or PC -- very proficient, somewhat proficient, not too proficient, or not at all proficient?

Very proficient.........(64(____-1
Somewhat proficient.........____-2
Not too proficient..........____-3
Not at all proficient.......____-4
Not sure....................____-5

10d. Thinking about the way you like your office to look, is the terminal or PC something you want people entering your office to be aware of, or not?

Want people to be aware.....(65(____-1
Don't want people to be aware...____-2
It doesn't matter (vol.)........____-3
Depends who (vol.)..............____-4
Not sure........................____-5

ASK EVERYONE

F1a. How many employees in total, does your organization employ nationwide?

/ / / / . / / / / , / / / / employees nationwide
(66-74)

Not sure..............(75(____-1
Refused...................____-2

F1b. And what percentage of these would you say are office workers?

/ / / / %
(76-78)

Not sure..............(79(____-1 80Z
Refused...................____-2

F2. How long have you been employed in this organization?

/ / / years
3*(10-11)

Less than one year ..... (12(____-1
Not sure......................____-2
Refused.......................____-3

F3. And how long have you held your present position there?

/ / / years
(13-14)

Less than 1 year.........(15(____-1
Not sure......................____-2
Refused.......................____-3

F4. How old are you? IF HESITANT, READ LIST

/ / / years
(16-17)

Not sure..........(18(____-1 19-80Z
Refused...............____-2

That completes the interview. Thank you very much for your cooperation!

TIME ENDED:__________A.M./P.M.

INTERIOR DESIGNERS QUESTIONNAIRE

LOUIS HARRIS AND ASSOCIATES, INC.
630 Fifth Avenue
New York, New York 10111

/ FOR OFFICE USE ONLY:
/
/ Questionnaire No.:__________
/
/ 5-6-7-8

Study No. 861025 (Interior Designers)

October 21, 1986

Sample Point No./ / / / / / /
10-11-12-13-14-15

Time Started:______________A.M./P.M.

Interviewer:______________________________ I.D. No.:________ Date:____________

Area Code:__________ Telephone No.:______________________________ (16-25)

Respondent:______________________________ Title:____________________

Organization:____

Address:____

____

SWITCHBOARD INTRODUCTION:
Hello, I'm ____________________from Louis Harris and Associates, the national survey research organization in New York. May I speak with (Mr./Ms.__________), please.

RESPONDENT INTRODUCTION:
Hello, I'm ____________________ from Louis Harris and Associates, the national survey research organization. We're conducting a study about office environments. We're talking to leading architects and interior designers, and we'd like to get your opinions too. Your anonymity is guaranteed. Neither you nor your firm will be identified by name. All results will be reported in aggregate form only. As a token of thanks for your participation, we'll send you a report of the findings when the study is completed.

A. First, just to make sure I'm speaking with the right person: You're one of the senior people in your firm specializing in contract interior design, including specifying and recommending office furniture?

Yes.........(CONTINUE WITH Q.B)

No..........(GET REFERRAL TO APPROPRIATE RESPONDENT: Can you refer me to someone else in your firm who is?)

B. Have you been doing that kind of work for at least three years? That could be in any - firm.

Yes.........(CONTINUE WITH QUESTIONNAIRE)

No..........(GET REFERRAL TO APPROPRIATE RESPONDENT: Can you refer me to someone else in your firm who has, so I can try to contact them?)

RECORD FROM SAMPLE CARD: DO NOT ASK:
C. Firm is an:

Architectural firm......(26(____-1
Interior design firm........____-2

D. Sex of respondent:

Male....................(27(____-1
Female......................____-2

1a. First I'd like to discuss your perceptions of the decisionmaking process in the building of new or renovating of old office facilities. I'll read you some factors which executives of organizations feel are important in management decisions to update office spaces. I'd like you to rate each of these factors in terms of how important you perceive it to be in most organizations' decisions to update. (READ EACH ITEM) -- would that be extremely important, somewhat important, somewhat unimportant, or very unimportant?

ROTATE -- START AT "X"		Extremely Important	Somewhat Important	Somewhat Un-important	Very Un-Important	Not Sure
( ) 1.	The expansion of the office work force	(28(____-1	____-2	____-3	____-4	____-5
( ) 2.	The reduction of the office work force	(29(____-1	____-2	____-3	____-4	____-5
( ) 3.	The need for more space per employee	(30(____-1	____-2	____-3	____-4	____-5
( ) 4.	The reorganization within the company of personnel assignments and/or departmental relationships	(31(____-1	____-2	____-3	____-4	____-5
( ) 5.	The need for better communication between departments	(32(____-1	____-2	____-3	____-4	____-5
( ) 6.	The desire to increase the work output of office employees	(33(____-1	____-2	____-3	____-4	____-5
( ) 7.	A change in needs due to increased or new electronic and data processing equipment	(34(____-1	____-2	____-3	____-4	____-5
( ) 8.	The availability of new types of office furniture products	(35(____-1	____-2	____-3	____-4	____-5
( ) 9.	The desire for more pleasant surroundings for employees	(36(____-1	____-2	____-3	____-4	____-5
( ) 10.	The need for more flexible office layouts	(37(____-1	____-2	____-3	____-4	____-5
( ) 11.	The desire to improve the organization's public image	(38(____-1	____-2	____-3	____-4	____-5
( ) 12.	The need to place departments that work together in close proximity	(39(____-1	____-2	____-3	____-4	____-5

2a. From your experience as a designer, how much of a say do you think office workers generally have in what kind of workspace, furniture, and equipment they get -- a lot of say, some say, not too much say, or no say at all?

A lot..................(40(____-1
Some.......................____-2
Not too much...............____-3
None at all................____-4
Not sure...................____-5

2b. And in your opinion, from office workers' point of view, how important is it for them, to have a say in these things -- very important, somewhat important, hardly important, or not at all important?

Very important..........(41(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

2c. And from your point of view as an office designer, how desirable is it to give office workers a say in these things -- very desirable, somewhat desirable, somewhat undesirable, or very undesirable?

Very desirable..........(42(____-1
Somewhat desirable..........____-2
Somewhat undesirable........____-3
Very undesirable............____-4
Not sure....................____-5

3a. Generally, would you say that how comfortable an employee feels in his or her office affects their job performance a great deal, somewhat, hardly, or not at all?

Affects a great deal....(43(____-1
Somewhat....................____-2
Hardly at all...............____-3
Not at all..................____-4
Not sure....................____-5

3b. From your perspective as an office designer, would you say most organizations are very concerned, somewhat concerned, hardly concerned, or not at all concerned about employee comfort on the job?

Very concerned..........(44(____-1
Somewhat concerned..........____-2
Hardly concerned............____-3
Not at all concerned........____-4
Not sure....................____-5

3c. From your impression, what percentage of the general office population would you estimate to be very or somewhat satisfied with their comfort and surroundings on the job? (RECORD BELOW)

3d. What percentage do you think are somewhat or very dissatisfied with their comfort and surroundings on the job? (RECORD BELOW)

	Q.3c Very or Somewhat Satisfied	Q.3d Somewhat or Very Dissatisfied
0% (none)..................	(45(____-1	(46(____-1
1-25%......................	____-2	____-2
26-50%.....................	____-3	____-3
51-75%.....................	____-4	____-4
76-99%.....................	____-5	____-5
100% (all).................	____-6	____-6
Not sure...................	____-7	____-7

3e. In general, if conditions in offices were changed to make office workers more comfortable, do you feel they would be able to do more work in a day, or not?

Would be able to do
More......................(47(____-1
Would not.....................____-2
Not sure......................____-3

3f. And if conditions in offices were changed to make office workers more comfortable, do you feel that the quality of their work would improve, or not?

Quality would improve...(48(____-1
Would not improve...........____-2
Not sure....................____-3

ASK Q.4a AND Q. 4b IN SEQUENCE FOR EACH ITEM

4a. Next, I'd like to ask you about the importance of several issues in office design today and in the future. How important an issue do you feel (READ EACH ITEM) is/are in office design and planning today — very important, somewhat important, hardly important, or not important at all? RECORD BELOW

4b. Do you feel this will be a more important issue in office design and planning in the next ten years, a less important issue, or about as important as it is now? RECORD BELOW

	Q.4a					Q.4b			
ROTATE — START AT "X"	Very Important	Somewhat Important	Hardly Important	Not Important at All	Not Sure	More Important	Less Important	About as Important	Not Sure
( ) 1. Differences in status among office workers....................	(49(___-1	___-2	___-3	___-4	___-5	(69(___-1	___-2	___-3	___-4
( ) 2. Office workers' need for privacy.	(50(___-1	___-2	___-3	___-4	___-5	(70(___-1	___-2	___-3	___-4
( ) 3. Office workers' being able to interface with colleagues........	(51(___-1	___-2	___-3	___-4	___-5	(71(___-1	___-2	___-3	___-4
( ) 4. Office workers being able to work away from their personal workstations if the need arises..	(52(___-1	___-2	___-3	___-4	___-5	(72(___-1	___-2	___-3	___-4
( ) 5. The personal preferences of top management....................	(53(___-1	___-2	___-3	___-4	___-5	(73(___-1	___-2	___-3	___-4
( ) 6. A participatory management style............................	(54(___-1	___-2	___-3	___-4	___-5	(74(___-1	___-2	___-3	___-4
( ) 7. Furniture and office arrangements designed to help people use computer terminals and PCs...	(55(___-1	___-2	___-3	___-4	___-5	(75(___-1	___-2	___-3	___-4
( ) 8. Employee productivity............	(56(___-1	___-2	___-3	___-4	___-5	(76(___-1	___-2	___-3	___-4
( ) 9. Decreased paperwork and filing due to computerization and word processing..................	(57(___-1	___-2	___-3	___-4	___-5	(77(___-1	___-2	___-3	___-4
( ) 10. Word processing pools that reduce the need for private secretaries......................	(58(___-1	___-2	___-3	___-4	___-5	(78(___-1	___-2	___-3	___-4
( ) 11. Attention to workflow and work patterns....................	(59(___-1	___-2	___-3	___-4	___-5	(79(___-1	___-2	___-3	___-4
( ) 12. Health and safety in the office environment......................	(60(___-1	___-2	___-3	___-4	___-5	(80(___-1	___-2	___-3	___-4
( ) 13. Aesthetics......................	(61(___-1	___-2	___-3	___-4	___-5	2* (10(___-1	___-2	___-3	___-4
( ) 14. The desire to promote serenity and reduce stress................	(62(___-1	___-2	___-3	___-4	___-5	(11(___-1	___-2	___-3	___-4
( ) 15. Providing more space per worker..	(63(___-1	___-2	___-3	___-4	___-5	(12(___-1	___-2	___-3	___-4
( ) 16. Management's recognition of the value of a good office environment............................	(64(___-1	___-2	___-3	___-4	___-5	(13(___-1	___-2	___-3	___-4
( ) 17. The cost of space................	(65(___-1	___-2	___-3	___-4	___-5	(14(___-1	___-2	___-3	___-4
( ) 18. Office standards.................	(66(___-1	___-2	___-3	___-4	___-5	(15(___-1	___-2	___-3	___-4
( ) 19. Expressing the client's image....	(67(___-1	___-2	___-3	___-4	___-5	(16(___-1	___-2	___-3	___-4
( ) 20. The use of furniture with wood finishes..........................	(68(___-1	___-2	___-3	___-4	___-5	(17(___-1	___-2	___-3	___-4

5. I'll read you some functional characteristics that could apply to an office employee's office or workstation. For each one, please tell me how important you feel it is in helping an office employee to get his or her job done well -- very important, somewhat important, hardly important, or not important at all. READ EACH ITEM

ROTATE -- START AT "X"		Very Important	Somewhat Important	Hardly Important	Not Important at All	Not Sure
( )	1. The size	(18(____-1	____-2	____-3	____-4	____-5
( )	2. The overall ambient lighting	(19(____-1	____-2	____-3	____-4	____-5
( )	3. The lighting for the tasks done	(20(____-1	____-2	____-3	____-4	____-5
( )	4. The heat, air conditioning, and ventilation	(21(____-1	____-2	____-3	____-4	____-5
( )	5. The storage space for working materials	(22(____-1	____-2	____-3	____-4	____-5
( )	6. The storage space for personal things	(23(____-1	____-2	____-3	____-4	____-5
( )	7. The ability to adjust furniture to suit work requirements	(24(____-1	____-2	____-3	____-4	____-5
( )	8. Conversational privacy	(25(____-1	____-2	____-3	____-4	____-5
( )	9. Visual privacy	(26(____-1	____-2	____-3	____-4	____-5
( )	10. The working surfaces	(27(____-1	____-2	____-3	____-4	____-5
( )	11. The comfort of the chair	(28(____-1	____-2	____-3	____-4	____-5
( )	12. The adjustibility of the chair	(29(____-1	____-2	____-3	____-4	____-5
( )	13. Access to other areas and departments	(30(____-1	____-2	____-3	____-4	____-5
( )	14. The ability to concentrate without noise and other distractions	(31(____-1	____-2	____-3	____-4	____-5
( )	15. Access to the tools, equipment, and materials used to work with	(32(____-1	____-2	____-3	____-4	____-5
( )	16. Safety	(33(____-1	____-2	____-3	____-4	____-5
( )	17. Suitability for the type of work done	(34(____-1	____-2	____-3	____-4	____-5
( )	18. Aesthetic considerations such as the colors, shapes, and textures used in the workspace	(35(____-1	____-2	____-3	____-4	____-5

6a. Now I'd like to talk about the chairs office workers sit in when they're at work. How important are office chairs in your overall designs for office space -- very important, somewhat important, hardly important, or not at all important?

Very important..........(37(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

6b. Now I'd like to read you some characteristics of office chairs. For each one, please tell me if you consider it very important, somewhat important, hardly important, or not at all important? READ EACH ITEM

ROTATE -- START AT "X"	Very Important	Somewhat Important	Hardly Important	Not at All Important	Not Sure
( ) 1. It offers exceptional comfort with a minimum of adjustments....	(38(____-1	____-2	____-3	____-4	____-5
( ) 2. It has adjustments that are easy to understand and use............	(39(____-1	____-2	____-3	____-4	____-5
( ) 3. It has arm rests.................	(40(____-1	____-2	____-3	____-4	____-5
( ) 4. The seat height is adjustable....	(41(____-1	____-2	____-3	____-4	____-5
( ) 5. It turns or swivels on its base..	(42(____-1	____-2	____-3	____-4	____-5
( ) 6. It's in a color and fabric employees like..................	(43(____-1	____-2	____-3	____-4	____-5
( ) 7. It has a style or design employees like....................	(44(____-1	____-2	____-3	____-4	____-5
( ) 8. It can be sat in for long periods and still be comfortable........	(45(____-1	____-2	____-3	____-4	____-5

6c. Do you feel that a more comfortable chair would help employees do a great deal more work,somewhat more work, or no more work in a day than they do now?

Great deal more.........(46(____-1
Somewhat more...............____-2
No more.....................____-3
Not sure....................____-4

6d. If office chairs were more comfortable, do you feel the quality of employees' work would improve, or not?

Would improve...........(47(____-1
Would not improve...........____-2
Not sure....................____-3

6e. To what extent do most office workers' chairs restrict reaching, twisting, or shifting positions while an employee is seated -- a great deal, somewhat, not too much, or not at all?

A great deal.......(48(____-1
Somewhat...............____-2
Not too much...........____-3
Not at all.............____-4
Not sure...............____-5

6f. How important do you feel an office chair is in showing the status of an office worker -- very important, somewhat important, hardly important, or not at all important?

Very important..........(49(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

6g. From your experience, how important are different types of office chairs to the employees who use them -- very important, somewhat important, hardly important, or not at all important?

Very important..........(50(____-1
Somewhat important..........____-2
Hardly important............____-3
Not at all important........____-4
Not sure....................____-5

7a. In the office designs you are involved with, to what extent do you consider the specific needs of computer terminal and PC users when you plan their workspaces and select their furniture -- a great deal, somewhat, hardly, or not at all?

A great deal............(51(____-1
Somewhat....................____-2 (ASK Q.7b)

Hardly......................____-3
Not at all..................____-4 (SKIP TO Q.8a)
Not sure....................____-5

7b. What are your specific concerns regarding the workspace design and furniture for an office worker who uses a computer terminal or PC? DO NOT READ LIST -- MULTIPLE RECORD

1. Need adjustable chair that can go high enough........(52(____-1
2. Need adjustable chair that can go low enough.........(53(____-1
3. Need dedicated space/shelf/cabinet for PC/terminal so it doesn't get in the way.....................(54(____-1
4. Need computer table/return that's low enough.........(55(____-1
5. Need computer table/return that's high enough........(56(____-1
6. Need to have printer within easy reach...............(57(____-1
7. Need to have furniture/design to keep cables/wires in order/hide insightly wiring.......................(58(____-1
8. Need to have soft lighting in the room to avoid glare on the screen..................................(59(____-1

Other (SPECIFY):

____...(60(____-1
Not sure...____-2

61Z

ASK EVERYONE

8a. Now I'd like to ask you about the kinds of office arrangements you have been designing recently. Recognizing that most organizations' total office spaces contain a variety of office types, roughly what percentage of the office facilities planned by your firm in 1985 consisted of private offices with doors?

/__/__/__/ %
(62-64)

None (vol.).........(65(____-1
Not sure................____-2

8b. And what percentage of all the office facilities planned by your firm in 1985 consisted of partitioned space divided with screens or panels that is part of a so called "open plan system"?

/__/__/__/ %
(66-68)

None (vol.).........(69(____-1
Not sure................____-2

8c. And what percentage of the office facilities planned by your firm in 1985 consisted of open space to be occupied by groups of workers?

/__/__/__/ %
(70-72)

None (vol.).........(73(____-1
Not sure................____-2

INTERVIEWER: ANSWERS IN Q.8a, Q8b, AND Q8c SHOULD ADD TO 100%

8d. What do you see as the advantages of the so-called "open office" plan with partitioned workstations? DO NOT READ LIST -- MULTIPLE RECORD

1. Ability to change layouts with a minimum of cost.........(74(____-1
2. Ability to change layouts with a minimum of dislocation..(75(____-1
3. Suitability for using computer terminals/PCs.............(76(____-1
4. Increased privacy for employees who previously shared space with others..............................(77(____-1
5. Adaptability to different individual users with different physical requirements.......................(78(____-1
6. Adaptability to different office functions and job requirements..(79(____-1
7. Other (SPECIFY):

____..(80(____-1
Not sure..____-2

8e. And what do you see as the disadvantages? DO NOT READ LIST -- MULTIPLE RECORD

1. Lack of visual privacy........................3*(10(____-1
2. Lack of status for people......................(11(____-1
3. Lack of conversational privacy.................(12(____-1
4. Initial high cost of installation..............(13(____-1
5. Employee resistance............................(14(____-1
6. Difficulty in making wiring systems flexible enough............................(15(____-1
7. Suitability only for certain types of employees.(16(____-1
8. Suitability only for certain types of buildings.(17(____-1
9. Monotonous.....................................(18(____-1
10. Other (SPECIFY):

______________________________________..(19(____-1

Not sure...____-2

8f. All in all, do you personally feel that the benefits of the open plan outweigh its disadvantages, or that its disadvantages outweigh its benefits?

Benefits outweigh disadvantages......(20(____-1
Disadvantages outweigh benefits..........____-2
Equal benefits and disadvantages (vol.)..____-3
Not sure.................................____-4

8g. Do you feel that open plan offices will come to be more common than the conventional plan in offices ten years from now, or not?

Will be more common in ten years......(21(____-1
Will not be more common in ten years......____-2
Not sure..................................____-3

F1. Now, to finish, I need some factual information. What is your position in this organization?

______________________________ (22-23) ______

____

____

F1b. Would you describe the planning of new office spaces as your main job or a special assignment?

Main job............(24(____-1 (SKIP TO Q.F2a)
Special assignment.......____-2 (ASK Q.F1c)
Not sure.................____-3 (SKIP TO Q.F2a)

F1c. What would you describe as your main job? (INTERVIEWER NOTE: TAKE DETAILED REPLY)

______________________________ (25-26) ______

______________________________ (27-28) ______

______________________________ (29-30) ______

ASK EVERYONE
F2a. How many office design projects involving at least fifty workstations has your firm undertaken in the past three years?

/ / / /,/ / / / projects
(31-36)

Not sure......(37(____-1
Refused..........____-2

F2b. If you had to estimate, what would you say -- in square footage -- was the average office interior project undertaken by your firm in 1985?

/ / / /,/ / / /,/ / / / square feet
(38-46)

Not sure...........(47(____-1
Refused................____-2

F2c. And the largest?

/ / / /,/ / / /,/ / / / square feet
(48-56)

Not sure...........(57(____-1
Refused................____-2

F3a. How many employees, in total, does your company employ nationwide?

/ / / /,/ / / /,/ / / / employees
(58-66)

Not sure...........(67(____-1
Refused................____-2

F3b. How many of these employees are engaged solely in contract office interior design?

/ / / /,/ / / /,/ / / / employees
(68-76)

Not sure...........(77(____-1
Refused................____-2

F4. How old are you?

/ / / Years
(78-79)

Not sure/refused.......(80(____-1

That completes the interview. Thank you very much for your cooperation!

TIME ENDED:__________A.M./P.M.

Steelcase Inc.
The Office Environment Company
Steelcase, Stow & Davis

Grand Rapids, MI 49501

Steelcase

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The Office Environment Index

[illegible] Detailed Findings

The fourth in a series of office environment reports sponsored by
Steelcase Inc., and conducted by Louis Harris and Associates, Inc.

Steelcase

The Office Environment Index
1988 Detailed Findings

The fourth in a series of office environment reports sponsored by Steelcase Inc., and conducted by Louis Harris and Associates, Inc.

The Office Environment Index
is part of a series of information reports published by Steelcase Inc. as a service to office workers, top executives, facilities managers, contract interior designers, and others interested in effective work environments.

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Study Background

This is the fourth in a series of comprehensive studies Louis Harris and Associates Inc. has conducted for Steelcase Inc. on the office environment. Similar studies were done in 1978, 1980 and 1987.

The current study is based on telephone interviews with:

- 1,031 full-time office workers in the U.S. at organizations with 25 or more office employees at the branch or location where they work.
- 150 top executives of organizations in the U.S. of 1,500 employees or more nationwide.
- 150 facilities managers of similarly large U.S. organizations.
- 150 contract interior designers, half of whom were selected from the leading U.S. architectural firms and half from leading interior design firms.
- 250 office workers in Canada at organizations with 25 or more office employees at the branch or location where they work.
- 112 top executives in Canada of the 300 largest organizations by employee size.

The study has consistently sought to assess not only the physical work environment, but also the human issue of the contemporary workplace. As the findings show, office workers look at their jobs differently than they once did. The quality of work life overall, an opportunity to participate in workplace decisions, and relations in general between employees and management have taken on increasing importance in the last decade or so.

The study also examines the priorities and perspectives of facilities managers and contract interior designers relative to those of office workers and management. And, for the first time, the study includes a look at the views of top executives in Canada as well as in the United States.

The study was conducted by Louis Harris and Associates with the help and assistance of Steelcase staff members and members of the Institute of Business Designers and the International Facility Management Association. However, Louis Harris and Associates is solely responsible for the design and execution of the study. The appendix contains a detailed account of the survey methodology as well as profiles of all the samples in the study.

Office Environment Index 1988
Introduction

The relationship between people and their work has been a key focus of the office environment research Steelcase has sponsored since 1978. The current study reveals the latest information about office workers' job satisfaction and the characteristics they want their jobs to have, and compares these opinions with those of executives, facilities managers and contract interiors designers. It explores various features of employees' workspaces, such as privacy, adjustability and amount of space, and relates these to productivity. The study looks at the availability and use of alternative work arrangements that give workers more flexibility. It also examines the functions of facilities management and design and their cost-effectiveness.

A primary theme running through the findings is worker participation. Whether it takes the form of having a say about workspace and furnishings, having the freedom to decide how to do their own work, being able to control the amount of privacy they have or participating in decision-making, workers are crying out for involvement in their organizations.

Since the last study, when this need appeared, workers have made progress in some of these areas, including having freedom to decide how to do their work and being able to contribute to the company. And executives, who were unaware of many of their workers' needs in the 1987 study, are now more aware of how important participation is to employees. Gaps persist between workers' preferences and their reality at work, and between workers' and management's perceptions of what is important to them; but the size of these gaps is decreasing.

Another theme of this report is productivity. There seems to be a strong connection between workspace features, such as adequate space, privacy and adjustable furnishings, and how much work employees say they can get done in a day. Even though many workers say they are doing as much work as they can, many also say they could do more if they had certain features in their workspaces. Other productivity factors include the number of hours employees work each week, how much time they spend in meetings and-the frequency of informal interactions.

Meanwhile, workers are affected by changes in society and the family that make a flexible work schedule increasingly important. Questions asked for the first time in the current study show that some workers are taking advantage of options such as working at home and flexible hours.

All of these trends present challenges to management as well as designers and facilities managers. The growing use of computers and rising cost of space, plus the frequent relocation of employees to new workspaces, make the challenge even more complex.

To handle these pressing demands cost-effectively, both facilities managers and top executives overwhelmingly support the linking of facilities plans to the company business plan, although this is not yet a reality in the majority of cases. Also considered helpful in controlling costs while meeting organizational and worker needs are formal workspace standards programs and the utilization of a full-time facilities manager.

Among the conclusions that can be drawn from the findings of the Office Environment Index 1988 is the fact that worker needs, such as the desire to participate and contribute, must be considered by executives, facilities managers and contract interior designers when addressing work environment issues.

1. Job Attitudes and Characteristics

Summary

The Office Environment Index (OEI) for 1988 reports some increase in job satisfaction among U.S. office workers, compared to the 1987 study. However, a perception gap remains, as top executives, facilities managers and contract interior designers continue to underestimate office worker job satisfaction. Although there has been no substantial shift in office worker perceptions that the "quality of work life" has changed (compared to the 1978 study), a majority of office workers express optimism that the "quality of work life" will have improved a decade from now. And, office workers perceive a greater connection than before between job performance and getting what they want out of life.

Participation factors, in general, are strongly recognized by office workers as "very important." Workers value many of the intangible job characteristics identified in the 1987 study, such as job challenge and security. However, they still perceive that many of these characteristics are not "very true" where they work. Of interest is the upturn in top executive recognition that participation factors are indeed important, and in their reports that such factors exist in their organizations.

Benefits which facilitate alternative work arrangements — such as child care and flexible work time arrangements — were explored, with many such options reported as available by U.S. office workers.

Question *How satisfied are you (or office workers) in your (their) job?*

All

Office Workers Report Increased Job Satisfaction

Job satisfaction among U.S. office workers has shown some improvement since last year. However, top executives and facilities managers continue to underestimate the number of workers who are "very satisfied." Contract interior designers, in particular, believe almost no office workers are "very satisfied."

- Forty-six percent of U.S. office workers now say they are "very satisfied" in their jobs — up from 42% in the 1987 study. Yet, top executives and facilities managers perceive the number of office workers who are "very satisfied" to be lower, at 19% and 23%, respectively. Designers report that only 1% are "very satisfied" (Exhibit 1.1).
- Workers in the Midwest are among the most satisfied (55% "very satisfied"); only 40% of those in the Eastern region of the country are "very satisfied."
- Older workers (52%) and higher income workers (52%), as in past studies, report greater job satisfaction than do younger workers and are unchanged from their satisfaction levels in the 1987 study (Exhibit 1.2).

Abbreviations key:

All = All respondents
OW = Office Workers
CEO = Top Executives
FM = Facilities Managers
CID = Contract Interior Designers

Question
All

Compared to ten years ago, do you feel the quality of work life has improved, grown worse, or stayed the same?

Question
All

Ten years from now, do you expect the quality of work life to have improved, grown worse, or stayed about the same as it is today?

Workers Confident About Future of Quality of Work Life

Perceptions of the quality of contemporary work life, compared to a decade earlier, remain far below the level found in the 1978 benchmark study. More workers now report that the quality of work life has stayed the same. There is accumulating evidence, however, that office worker confidence in the future quality of work life is growing.

- In the 1978 study, the proportion of workers who felt the "quality of work life in this country had improved" reached a high point at 70%. The number dropped to 56% a year ago, and remains unchanged today, at 55% (Exhibit 1.3).
- There has been a substantial increase (from 22% to 28%) among workers who feel the "quality of work life has stayed the same." This is not appreciably different from the change reported between the 1978 and 1987 studies (Exhibit 1.3).
- When asked about the future, the majority of office workers (59%) offered the optimistic view that the "quality of work life will have improved" (Exhibit 1.4). Younger workers reveal the highest levels of optimism about the future of work life, with 66% saying "it will have improved."
- On average, eight out of 10 top executives (77%), facilities managers of large U.S. firms (77%), and contract interior designers (80%), share the view that work life today has not only "improved" from a decade ago, but "will improve" even more over the coming decade (74%, 78% and 78%, respectively) (Exhibits 1.3, 1.4).

Question
OW

How much of a connection do you think there is between doing your job well and getting the things you most want out of life?

Connection Between Job Performance and Personal Reward Rises

A significant change has occurred since our last reading in the connection office workers make between "doing (their) job well and getting the things (they) most want out of life."

- More office workers (59%) now say they see that doing their job well has a "great deal" to do with achieving personal goals (up from 53% in the 1987 study) (Exhibit 1.5).
- However, two groups least share this view. Union- represented employees (at 20%) say they "hardly at all" feel there is a connection (compared to 8% of all employees) and 44% of office workers at nonprofit organizations see only "some" connection (compared to 32% of all employees).

Question
All

How important are these job characteristics to you (or office workers) and how true are they of the job you (or office workers) have now?

- *Pay is good*
- *Surroundings are pleasant*
- *Have furniture needed to do job well*
- *Job is challenging*
- *Opportunity to move up*
- *Benefits are good*
- *Have privacy needed to work effectively*
- *Can contribute to company*
- *Proud of building*
- *Job is secure*

Question *How important are these characteristics (to office workers) in terms of the way management runs an organization and what it expects of its employees?*

All

- *Encouraged to take risks*
- *Proud of the quality of products and services*
- *Participatory management style*
- *Executives initiate regular meetings with all levels of staff*
- *Management encourages free exchange of information*
- *Freedom to decide how to do own work*
- *Management is honest, upright and ethical*

Office Workers Identify Top Five Priorities

The priorities of office workers in a job today include most of the intangible values identified last year. Some of these have shifted in importance, and several new ones added to the list this year have been identified as important. The top five priorities are:

- Eighty-nine percent of U.S. office workers today say it is "very important" to work for an organization whose "management is honest, upright and ethical" in its dealings with employees and the community at large (Exhibit 1.6).

- It is "very important" to 85% of U.S. office workers to be "proud of the quality of products and services" provided by their company (Exhibit 1.6).

- Eight out of 10 office workers (82%), on average, consider it "very important" that their jobs be secure from layoffs" (Exhibit 1.6).

- "Employee benefits" and "a challenging job" are both rated "very important" by 81% of office workers (Exhibit 1.6).

Participation Continues to Grow in Priority

Following close behind the top five job characteristics in importance were participation factors. The growth of the desire to participate in organizational life was a key finding of the 1987 study and the 1988 report shows a continuation of this trend.

- A large percentage of office workers rate the following factors as "very important:" "freedom to decide how they do their own work" (77%, up from 71% last year), the "opportunity to contribute significantly to the company" (76%), and a workplace where a "free exchange of information among employees and departments is encouraged" (76%) (Exhibits 1.6, 1.7).

- Managerial-level and professional/technical workers place a higher level of importance on the "freedom to decide how to do their own work" (82% and 79%, respectively, rate it "very important").

Although the majority of office workers still place a great deal of importance on good pay and the opportunity to advance, they continue to rank these traditional rewards of work below many matters of participation.

- Only 68% of office workers today rate "the pay is good" as "very important," compared to 74% in the 1987 study (Exhibit 1.7).

- The opportunity to advance is rated "very important" by only 65% of office workers, about the same as in prior years (Exhibit 1.7).

- However, opportunities for advancement remain more important to younger workers aged 18-29 (84% say "very important").

Management Recognizes Importance of Participation

How in tune are top executives and facilities managers with office workers' perceptions of their organization? Increasingly so. These two groups recognize the importance that office workers assign to "honest, upright and ethical" management, "job security," and "opportunity to contribute."

- Top executives recognize the value office workers place on management being "honest, upright and ethical," with 91% reporting it to be "very important" to their employees (Exhibit 1.6).

- At 81%, top executives are on the mark in perceiving the importance office workers place on "jobs being secure from layoffs" (82% of office workers say job security is "very important" to them) (Exhibit 1.6).

Furthermore, top executives of U.S. corporations appear to be getting the message that employees want to be more active in the decision-making process.

- There has been a significant increase in recognition among top executives (51%) that their employees feel it is important to have the "opportunity to contribute significantly" (up from 39% in the 1987 study) (Exhibit 1.9).

- Top executives are much more aware now of the importance office workers place on a "participatory management style at all levels of decision-making" (44% vs. 25% in the 1987 study). They also rate workers' "freedom to decide how they do their own work" higher now (37%, up from 23% in the 1987 study) (Exhibit 1.9).

- Compared to last year's reading, significantly more top executives today believe workers are getting these opportunities. More report that a "participatory management style" is "very true" (25%, up from 19% in the 1987 study) and that workers' "freedom to decide how they do their own work is "very true" (25%, up from 15%) (Exhibit 1.9).

However, Gaps Still Remain

Although top executives do seem to be gaining more understanding about worker participation, it appears they're not yet fully aware. Top executives continue to underestimate the importance workers place on opportunities to participate in and to enhance the life of the organization.

- Top executives and facilities managers are off the mark when it comes to the importance workers place on a challenging job. While 81% of office workers rate this item as "very important," only 52% of both top executives and facilities managers do so (Exhibit 1.6).

- Eighty-five percent of office workers feel it is "very important" to be "proud of the quality of products and services," while only 71% of top managers and 67% of facilities managers perceive this to be "very important" to workers (Exhibit 1.6).

- Although it's decreasing, a large gap still remains between office worker desire for "freedom to decide how they do their own work" and executives' perception of its importance. Seventy-seven percent of workers say this is "very important," while only 37% of top executives rate it so for their employees (Exhibit 1.6).

Large gaps exist between the proportion of workers saying an office characteristic is "very important" to them and the proportion saying it is "very true" of their workplace. Most of these gaps are associated with the opportunity for greater participation in the decision-making process.

- Most lacking, according to office worker perceptions, is a "free exchange of information among employees and departments." Seventy-six percent of workers report this as "very important" while only 35% report it as "very true" (Exhibit 1.10).

- Another significant gap exists between employees who view a "participatory management style" as "very important" (61%) and those who find this to be "very true" in their organization (28%) (Exhibit 1.10).

- A gap is also evident in the area of multi-level staff meetings. "Executives initiate regular meetings with all levels of staff" is considered "very important" by 57% of office workers, but only 29% say it is "very true" (Exhibit 1.10)

- Seventy-seven percent of workers say "freedom to decide how they do their own work" is "very important," while only 55% report that it is "very true" (Exhibit 1.10).

Question OW

Does your employer offer these work arrangements? If so, have you taken advantage of them?

Question OW

If not, how likely would you be to take advantage of them if they were offered?

- *Flexible hours*
- *Opportunity to work at home*
- *Job sharing arrangements*
- *Paternity leaves*
- *Paid or partially-paid child care*

New Work Arrangements

Changes in the workplace have led to alternative work arrangements, such as paid or partially-paid child care and more flexible and unconventional work time arrangements. These changes are reflected in current findings.

- The majority of office workers (55%) today report that their place of work offers "flexible hours that you can tailor to meet your needs." Most of these workers (82%) say they have at some point taken advantage of this option (Exhibit 1.11).

- Among those workers who reported that flexible hours are not offered, the majority (56%) say it is "absolutely certain" or "very likely" that they would take advantage of this option if it were available (Exhibit 1.11).

- Forty-one percent of U.S. office workers say that their organizations offer the "opportunity to work at home," at least to some employees. Seventy-nine percent of these workers say that they have taken advantage of it, though among workers who say it is not available, only 28% say they would be "absolutely certain" or "very likely" to take advantage of the option (Exhibit 1.11).

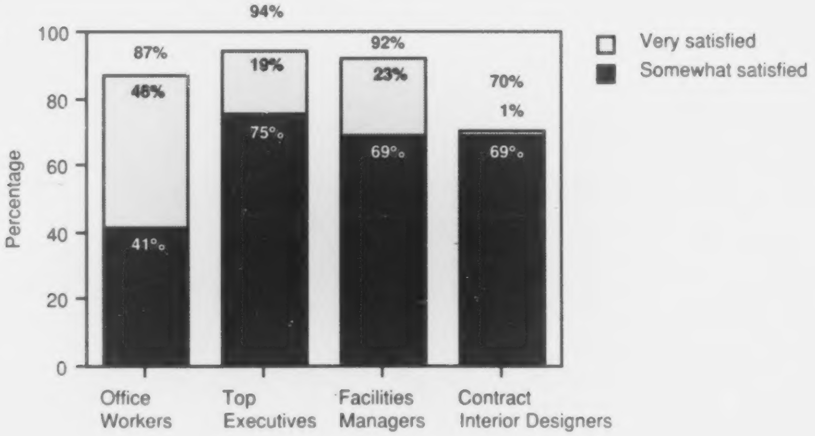
- Less available today is "job-sharing," whereby two or more people share the time and responsibility for a given job. Only 16% of office workers state that this is presently available in their place of business — with 45% of this group saying they have participated (Exhibit 1.11).

- "Paternity leaves" — leaves of absence for new fathers — is also an infrequent feature at companies today. Only 13% of male office workers say it's available to them, and sixteen percent of these say they have taken advantage of this arrangement. Three in 10 of the male office workers who report these programs do not exist (30%) would be "absolutely certain" or "very likely" to use the program if offered (Exhibit 1.11).

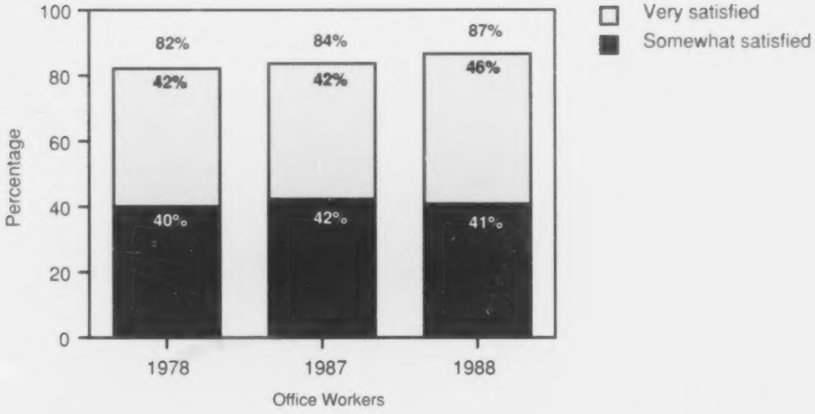
- One out of 10 U.S. office workers (10%) report having "paid or partially-paid" child care. One out of four with access to this arrangement (25%) have taken advantage of it. Next to flexible hours, this option is the most attractive work support benefit to those currently without it; 39% say they would "certainly" or "very likely" use such a benefit (Exhibit 1.11).

Exhibit 1.1
Office Workers' Job Satisfaction

Office Workers' Job Satisfaction by Respondent Group



Office Workers' Job Satisfaction Over Time



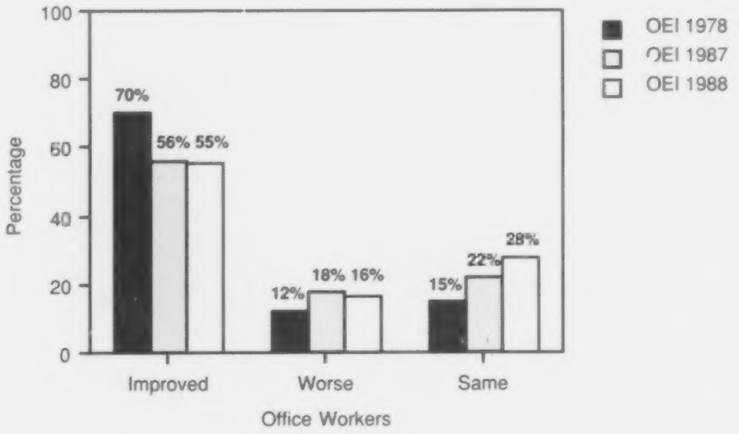
	Office Workers Answering for Themselves			**Top Executives** Answering About Their Employees		**Facilities Managers** Answering About Their Employees		**Contract Interior Designers** Answering About Most Office Employees
OEI:	1988	1987	1978	1988	1987	1988	1987	1988
Base	1031 %	1000 %	1047 %	150 %	150 %	150 %	150 %	150 %
Very satisfied	46	42	42	19	21	23	17	1
Somewhat satisfied	41	42	40	75	69	69	71	69
Somewhat dissatisfied	11	13	13	5	9	7	11	29
Very dissatisfied	2	3	4	-	1	-	-	-

Exhibit 1.2
Office Workers' Job Satisfaction

	Very Satisfied		Somewhat Satisfied	
OEI:	1988	1987	1988	1987
Base	1031 %	1000 %	1031 %	1000 %
All Office Workers	46	42	41	42
Age				
18-29 years	41	36	46	46
30-39 years	42	38	44	46
40+ years	52	50	37	35
Personal Income				
$35,000 or less	43	38	42	44
Over $35,000	52	52	39	38

Exhibit 1.3
Quality of Work Life Compared to Ten Years Ago

Quality of Work Life Compared to Ten Years Ago: Office Workers' Trend Over Time



Quality of Work Life Compared to Ten Years Ago: 1988 by Respondent Group

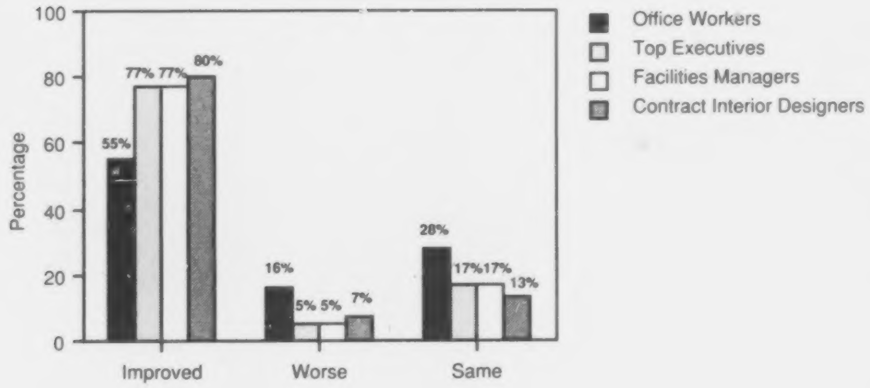


Exhibit 1.4
Quality of Work Life Ten Years From Now Compared to Today: 1988 by Respondent Group

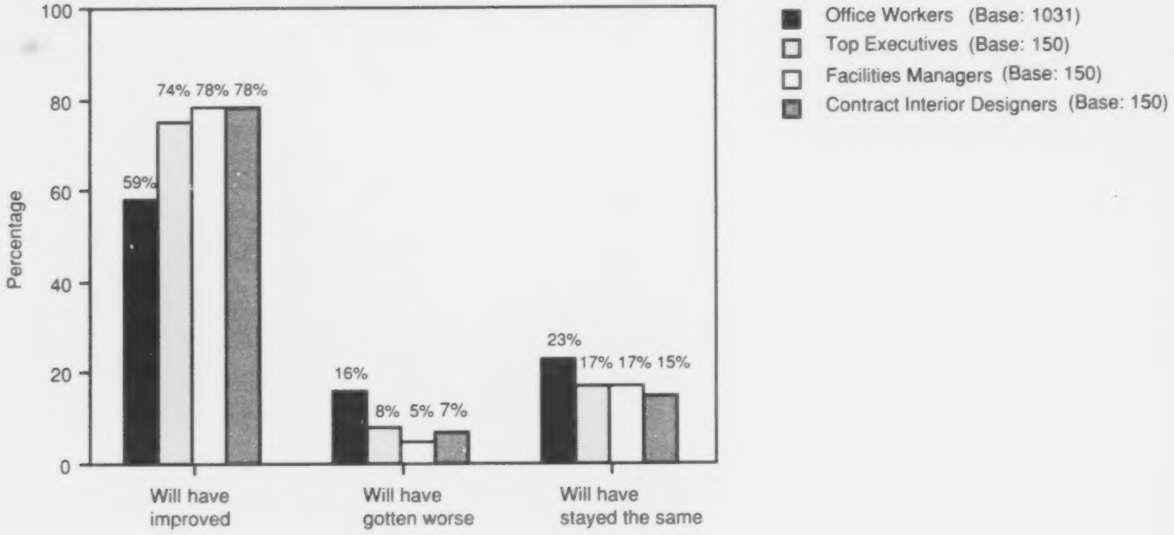


Exhibit 1.5

Connection Between Doing Job Well and Getting What You Want Out of Life: Office Workers' Trend Over Time

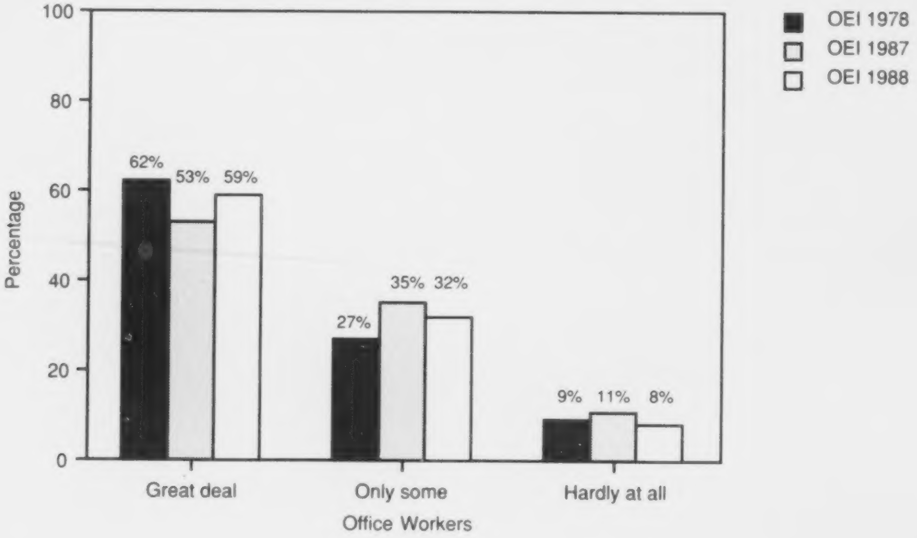


Exhibit 1.6
Office Characteristics: Importance and Prevalence

OEI: 1988	**Office Workers**		**Top Executives**		**Facilities Managers**		**Contract Interior Designers**
	Very Important to Them	Very True on Their Present Job	Very Important for Their Employees	Very True for Their Employees	Very Important for Their Employees	Very True for Their Employees	Very Important for Most Office Workers
Base	1031 %		150 %		150 %		150 %
Management is honest and upright	89	41	91	72	90	61	X
Employees are proud of products and services	85	65	71	57	67	57	X
Employees' jobs are secure from layoffs	82	63	81	53	82	64	77
Employee benefits -- such as insurance and vacation -- are good	81	65	70	70	75	64	55
The job is challenging	81	63	52	37	52	36	57
Employees are given a lot of freedom to decide how they do their own work	77	55	37	25	34	25	X
Can contribute significantly to the company	76	56	51	42	43	29	38
Management encourages a free exchange of information among employees and departments	76	35	66	38	64	35	X
The pay is good	68	42	61	45	67	41	65
There are ample opportunities to move up to a better position in the company	65	35	57	37	45	23	59
Employees have the privacy needed to do work effectively without distractions	62	34	35	21	45	23	37
There's a participatory management style at all levels of decision-making	61	28	44	25	45	24	X
The worksurface, chairs, storage space, and other office furniture are what is needed to get the job done well	59	47	45	46	56	47	57
Executives initiate regular meetings with all levels of staff	57	29	45	27	39	21	X
The physical surroundings in the office are pleasant	55	43	35	49	47	47	36
Employees are proud of the building they work in	35	42	25	43	34	39	17
Employees are encouraged to take risks	32	21	17	19	12	17	X

Exhibit 1.7
Importance and Prevalence of Office Characteristics: Office Worker Trend

	Office Workers					
	Very Important			Very True		
OEI:	1988	1987	1978	1988	1987	1978
Base	1031 %	1000 %	1047 %	1031 %	1000 %	1047 %
The job is challenging	81	82	75	63	59	60
Employee benefits -- such as insurance and vacation -- are good	81	80	64	65	61	63
Employees are given a lot of freedom to decide how they do their own work	77	71	65	55	48	56
Management encourages a free exchange of information	76	74	X	35	33	X
Can contribute significantly to the company	76	74	79	56	54	69
The pay is good	68	74	65	42	42	41
There are ample opportunities to move to a better position in the company	65	66	66	35	32	28
Employees have the privacy needed to do work effectively without distractions	62	62	X	34	34	X
There's a participatory management style at all levels of decision-making	61	61	X	28	29	X
The worksurface, chairs, storage space, and other office furniture are what are needed to get the job done well	59	61	45	47	44	50
Executives initiate regular meetings with all levels of staff	57	62	X	29	30	X
The physical surroundings in the office are pleasant	55	52	37	43	41	42
Employees are encouraged to take risks	32	31	X	21	20	X

Exhibit 1.8
Importance of Office Characteristics: Gaps Between Office Workers and Executives

	OEI 1988 Very Important			OEI 1987 Very Important		
	Office Workers	Top Executives	Percentage Point Gap	Office Workers	Top Executives	Percentage Point Gap
Base	1031 %	150 %		1000 %	150 %	
Employees are given a lot of freedom to decide how they do their own work	77	37	(40)	71	23	(48)
Can contribute significantly to the company	76	51	(25)	74	39	(35)
Management encourages a free exchange of information among employees and departments	76	66	(10)	74	50	(24)
There's participatory management style at all levels of decision making	61	44	(17)	61	25	(36)
Executives initiate regular meetings with all levels of staff	57	45	(12)	62	27	(35)

Exhibit 1.9
Importance and Prevalence of Office Characteristics: Top Executive Trend

	Top Executives Very Important		Very True	
OEI:	1988	1987	1988	1987
Base	150 %	150 %	150 %	150 %
The job is challenging	52	51	37	41
Employee benefits -- such as insurance and vacation -- are good	70	73	70	59
The pay is good	61	61	45	38
Can contribute significantly to the company	51	39	42	38
Employees are given a lot of freedom to decide how they do their own work	37	23	25	15
There are ample opportunities to move to a better position in the company	57	52	37	33
The worksurfaces, chairs, storage space, and other office furniture are what is needed to get the job done well	45	49	46	47
The physical surroundings in the office are pleasant	35	36	49	40
Management encourages a free exchange of information	66	50	38	29
Employees have the privacy needed to do work effectively without distractions	35	32	21	23
Executives initiate regular meetings with all levels of staff	45	27	27	25
There's a participatory management style at all levels of decision making	44	25	25	19
Employees are encouraged to take risks	17	19	19	15

Exhibit 1.10
Gap Between Importance and Prevalence: Office Worker Participation

OEI: 1988	**Office Workers**		
	Very Important	Very True	Percentage Point Gap
Base	1031 %	1031 %	
Management encourages a free exchange of information among employees and departments	76	35	(41)
There's a participatory management style at all levels of decision making	61	28	(33)
Executives initiate regular meetings with all levels of staff	57	29	(28)
Employees are given a lot of freedom to decide how to do their own work	77	55	(22)
Can contribute significantlly to the company	76	56	(20)

Exhibit 1.11
Work Arrangements

OEI: 1988	**Office Workers** Employer Offers (Base: 1031)	Have Used (Base: Employer Offers)	"Absolutely Certain" or "Very Likely" to Use (Base: Employer Doesn't Offer)
	%	%	%
Flexible hours	55	82	56
Opportunity to work at home	41	79	28
Job-sharing	16	45	14
Paternity leaves	13	16*	30*
Paid or partially-paid child care	10	25	39

* Male only

2. Productivity and the Physical Office Environment

Summary

U.S. office workers are increasingly convinced that they at least "probably do" as much work as they can. Despite the fact that top executives, facilities managers and contract interior designers disagree, the gap appears to be closing between these groups' perceptions from earlier studies.

Work week length is reported to be, though slightly higher than in the 1987 study, "about right" by most office workers. The amount of time spent in meetings, another item measured in this year's survey, is also considered "about right" by office workers.

As in the prior study, office workers are comfortable with physical surroundings. Those workers who report having adequate space and some control over workspace features feel they're more productive than if they did not have these features.

Question
All

Do you feel that you and your colleagues (or office employees) certainly do as much work as you reasonably can, probably do as much as you can, or do you ever feel you could probably do more work?

Office Workers Work Hard, Though Management Sees Room for Improvement

U.S. office workers' convictions that they and their colleagues do "as much work as they reasonably can" have solidified. However, a disparity continues to exist between their views and those of top executives, facilities managers and contract interior designers.

- Three out of four office workers (74%) believe they and their colleagues "certainly" or "probably" do as much as possible, up from 71% in the 1987 study and 64% in 1978. It's worth noting that the near majority of office workers (47%) are convinced they "certainly do as much" as possible (Exhibit 2.1).
- The conviction that they are "certainly doing as much work as they reasonably can" is strongest among secretarial/ clerical workers (52%), those using personal computers five or more hours a day (53%) and workers in firms with fewer than 500 employees (52%).
- Thirty-nine percent of top executives, 40% of facilities managers and 71% of contract interior designers say office workers "could probably do more" compared with only 26% of office workers who feel this way (Exhibit 2.1).
- However, there appears to be more certainty than before among both top executives (24%) and facilities managers (25%) that office workers "certainly do as much" as they can (Exhibit 2.1).

Question
OW

How many hours in a typical week do you work at your job?

Question
OW

Is that too much, too little, or just about the right amount of time each week?

Workers Feel Their Hours Are About Right

While the prevailing view of U.S. office workers is that they are doing as much as they can reasonably be expected to do, they do not feel overworked in terms of hours.

- Three out of four workers (75%), said they feel that the hours they work each week at their jobs is "just about right." About one out of five (19%) feel it is "too much" and only a few (5%) feel the number of hours they spend is "too little" (Exhibit 2.2).
- The average number of hours U.S. office workers reported they work is 43. Nearly one out of four (23%) report that they work 50 or more hours a week (Exhibit 2.2).

- Among U.S. managerial-level office workers, the average is 46 hours.

- Both the average number of hours, up to 43 from 42 in the 1987 study, and the proportion of office workers reporting that they work 50 or more hours a week have increased (Exhibit 2.2).

- Among the 36% who reportedly work 45 hours or more a week, 35% feel they spend "too much" time at work.

- Significantly fewer office workers this year (15% vs. 24% in the 1987 study) report working less than 40 hours (Exhibit 2.2).

Question
OW

How many hours in a typical week would you say you spend in meetings?

Question
OW

Is that too much, too little, or just about the right amount of time each week?

Meetings An Essential Part of the Week

All office workers report spending time in meetings every week at work, with managerial and professional/technical workers and workers at larger corporations spending more time than others.

- U.S. office workers spend an average of 5.6 hours a week in meetings, which the majority (69%) consider "just about right." Seventeen percent feel this amount is "too much," and 13% feel it is "too little" (Exhibit 2.3).

- Managerial and professional/technical workers earning over $35,000 spend an average of 8.5 hours a week in meetings. Also higher than average were older, higher income workers.

- The number of hours office workers spend in meetings each week also appears to be related to the size of the organization. Office workers in organizations of less than 500 employees spend an average of five hours in meetings; office workers in organizations of 5,000 or more employees spend an average of six meeting hours per week (Exhibit 2.3).

Question
All

How important are these job characteristics to you (or office workers) and how true are they of the job you (or office workers) have now?

- *Surroundings are pleasant*
- *Have furniture needed to do job well*
- *Have privacy needed to work effectively*
- *Proud of building*

Question
All

How comfortable are you (or office workers) with your physical surroundings on the job?

Physical Environment Remains Important

Nearly all office workers queried report that they are "somewhat comfortable" in their surroundings, and a majority report being "very comfortable." Other groups surveyed, however, don't believe that workers are as comfortable as workers say they are. Though of lesser importance than opportunities to participate and traditional work rewards (such as pay and benefits), physical surroundings are still rated important by U.S. office workers.

- A 52% majority of office workers report that they are "very comfortable" in their surroundings. Nearly all (90%) say that they are at least "somewhat comfortable" (Exhibit 2.4).

- Only 37% of top executives and 33% of facilities managers, on the other hand, report that office workers are "very comfortable." Only 4% of contract interior designers describe office workers as "very comfortable" (Exhibit 2.4).

- A majority of office workers (55%) report that "pleasant physical surroundings" are "very important" to them (up from 37% in 1978 and 52% in the 1987 study). However, only 43% report "pleasant physical surroundings" as being "very true" (Exhibit 1.7).

- "Pleasant physical surroundings" are more important to secretarial/clerical workers (69%) and less important to managerial (58%) and professional/technical employees (48%).

- There is also a gap between the importance office workers place on "pleasant physical surroundings" (55%) and top executive perception of the importance of this to workers (35%) (Exhibit 1.6).

- Facilities managers (47%) and contract interior designers (36%) also underestimate the importance that workers place on "pleasant physical surroundings" (Exhibit 1.6).

- Fifty-nine percent of office workers rate having the "worksurface, chairs, storage space and other office furniture" needed to get the job done as "very important" (though only 47% report this is "very true"). Sixty-two percent say it is "very important" to "have the privacy needed to do my work effectively without distractions" (vs. 34% saying it is "very true") (Exhibit 1.6).

- Facilities managers (56%) and contract interior designers (57%) both accurately gauge the importance to workers of matching furnishings and storage space to worker needs, but underestimate (at 45% and 37%, respectively) the need for privacy (Exhibit 1.6).

- U.S. office workers place relatively little importance on being "proud of the building they work in." Only 35% cite this as "very important" (Exhibit 1.6).

Question
All

Does your present personal workspace (or that of office workers) have the following features?

- *Adjustable seating*
- *Adjustable worksurfaces*
- *Adjustable heating or air conditioning*
- *Adjustable lighting*
- *Worksurface to spread out a project*
- *Adequate space to meet with two or more people*
- *Adequate storage and file space*

Question
All

Do you think you (or office workers) are able to get more done in a day because you have this?

Question
All

If your (or office workers') personal workspace had this, do you think you (or they) would get more done in a day, less done in a day, or wouldn't it matter?

Workspace Features Linked to Productivity

Seven workspace features were studied in terms of their presence and their perceived link to productivity. Three involved adequate space and the remaining four examined worker control over the environment.

- Sixty-seven percent of office workers report having adequate "worksurface space to... spread out a project" (Exhibit 2.5). Of those who report having "adequate worksurfaces," nearly nine out of 10 (88%) feel that it helps them accomplish more in a day (Exhibit 2.6). Of those 33% who report not having adequate worksurfaces, 52% believe it would improve their productivity (Exhibit 2.6).

- Nearly three out of four office workers (73%) report having "adequate storage and filing space" (Exhibit 2.5). Seventy-nine percent of those reporting this feature believe they are more productive because of it (Exhibit 2.6).

- Of the office workers reporting inadequate storage space, 57% feel having it would increase productivity (Exhibit 2.6).

- Sixty-seven percent of workers report "adequate space to meet with two or more people" (Exhibit 2.5). Of those reporting adequate meeting space, 76% feel they are more productive because of it.

- Of those who are reportedly without adequate meeting space, 30% feel they'd "get more done" if they had it (Exhibit 2.6).

- Adequate meeting space is cited as contributing to productivity most often by those managerial-level workers who report having this feature (80% vs. 69% of secretarial/clerical).

- Seventy-five percent of office workers report having "adjustable seating" (Exhibit 2.5). Of those reporting this feature, 61% say it helps them get more done.

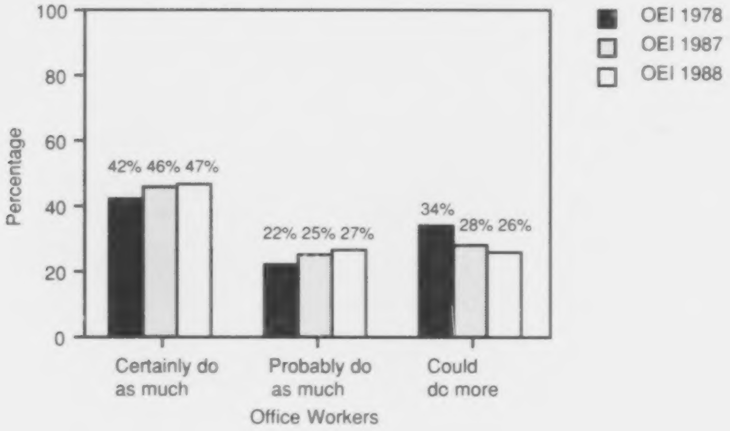
- Of those who are without adjustable seating, only 23% say they'd "get more done" (Exhibit 2.6).

- Almost half of office workers (49%) report having "adjustable heating or air conditioning" (Exhibit 2.5). Of those workers who report control over this feature, 76% feel it positively impacts their productivity (Exhibit 2.6).

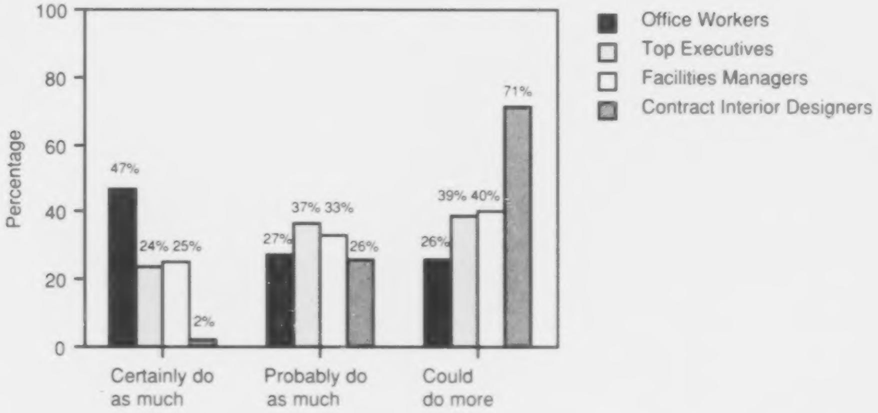
- "Adjustable lighting" is reported by 33% of office workers; of those who report having it, 71% feel it helps them "get more done" (Exhbits 2.5, 2.6).

- Only 29% of workers report having "adjustable worksurfaces," and of those who do report it, 77% say it helps them get more accomplished (Exhibits 2.5, 2.6).

Exhibit 2.1
Productivity: Whether Office Workers Do As Much As They Can: Office Workers' Trend Over Time



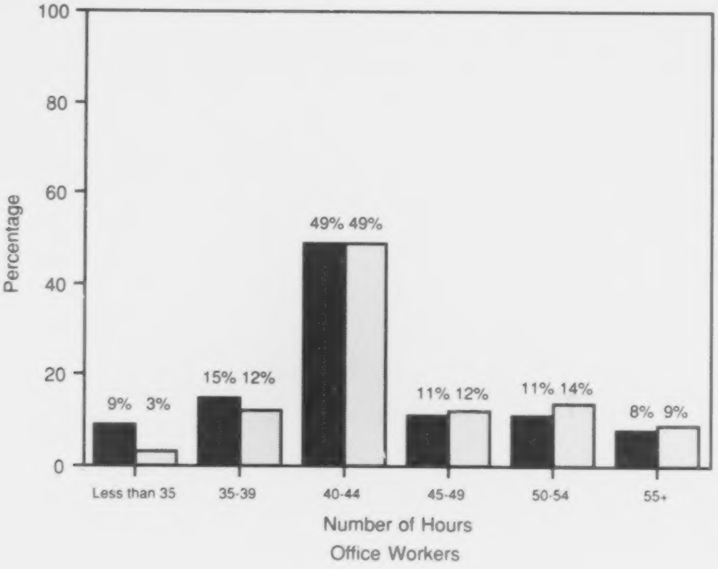
Whether Office Workers Do As Much As They Can: Comparison by Respondent Group



	Office Workers Answering for Themselves			**Top Executives** Answering About Their Employees		**Facilities Managers** Answering About Their Employees		**Contract Interior Designers** Answering About Most Office Employees
OEI:	1988	1987	1978	1988	1987	1988	1987	1988
Base	1031	1000	1047	150	150	150	150	150
	%	%	%	%	%	%	%	%
Certainly do as much as can	47	46	42	24	16	25	20	2
Probably do as much as can	27	25	22	37	44	33	37	26
Could probably do more	26	28	34	39	40	40	41	71
Not sure	*	1	2	-	-	2	1	1

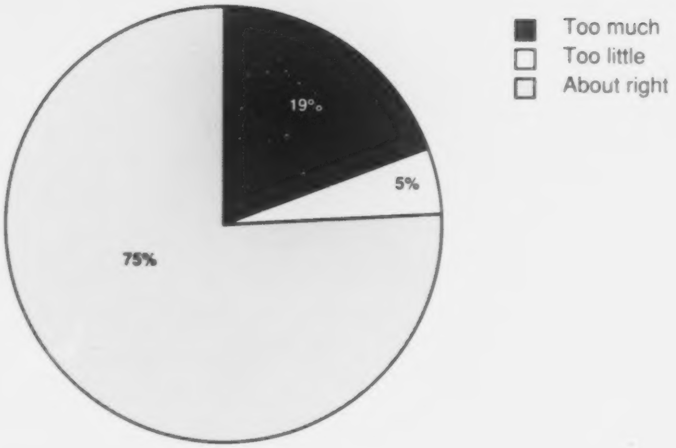
* Less than 0.5%

Exhibit 2.2
Hours Worked in Typical Week: Office Workers



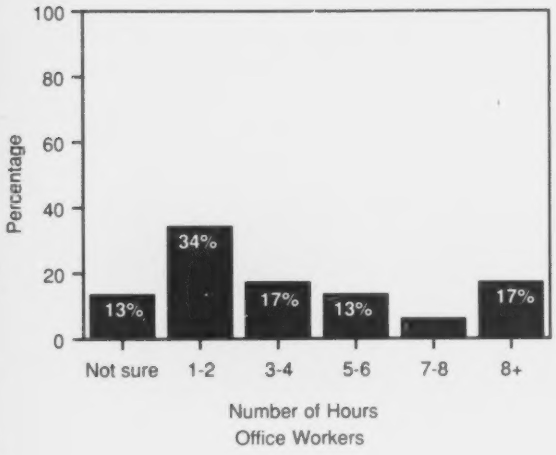
	1988	1987
Median hours a week	41	40
Average hours a week	43	42

Whether Hours Worked Are Too Much, Too Little, or About Right: 1988 Office Workers



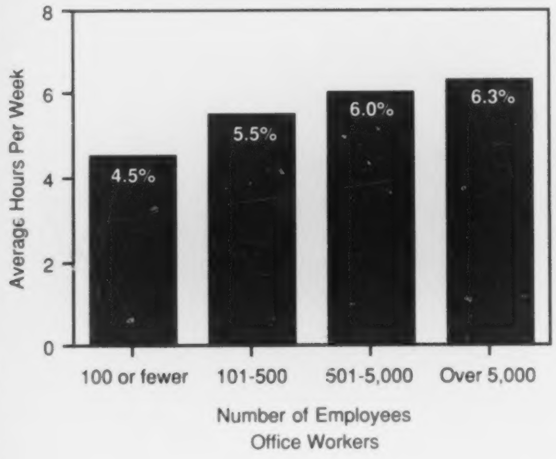
Office Workers

Exhibit 2.3
Time Office Workers Spend in Meetings



Median hours	3
Average hours	5.6

Average Hours Spent in Meetings By Size of Company



Whether Hours Spent in Meetings are Too Much, Too Little, or About Right: 1988 Office Workers

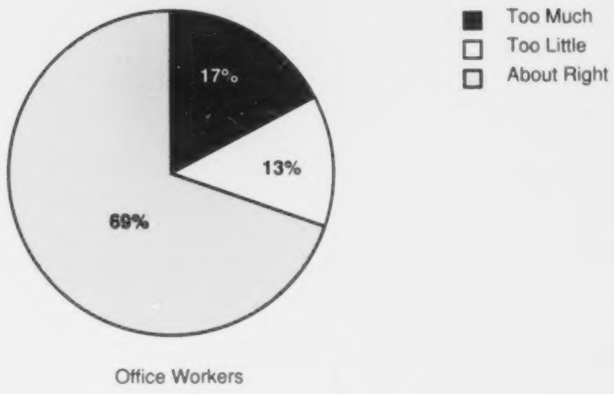
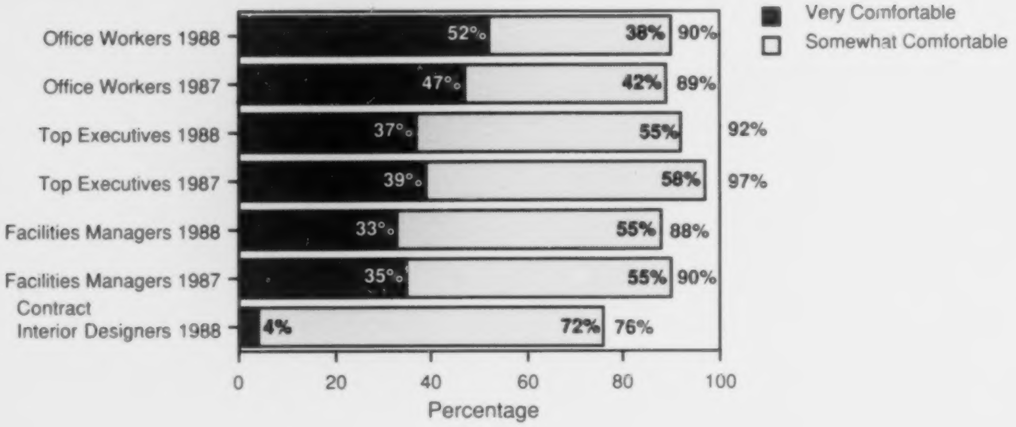


Exhibit 2.4
Office Workers' Comfort With Physical Surroundings By Respondent Group

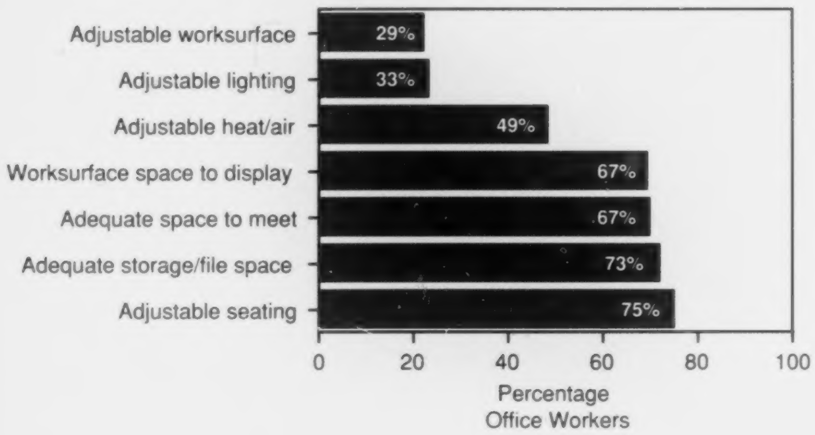


	Office Workers Answering for Themselves		**Top Executives** Answering About Their Employees		**Facilities Managers** Answering About Their Employees		**Contract Interior Designers** Answering About Most Office Employees
OEI:	1988	1987	1988	1987	1988	1987	1988
Base	1031 %	1000 %	150 %	150 %	150 %	150 %	150 %
Very comfortable	52	47	37	39	33	35	4
Somewhat comfortable	38	42	55	58	55	55	72
Somewhat uncomfortable	8	9	7	3	11	9	23
Very uncomfortable	2	2	-	-	1	-	1
Not sure	*	*	-	1	-	1	-

* Less than 0.5%

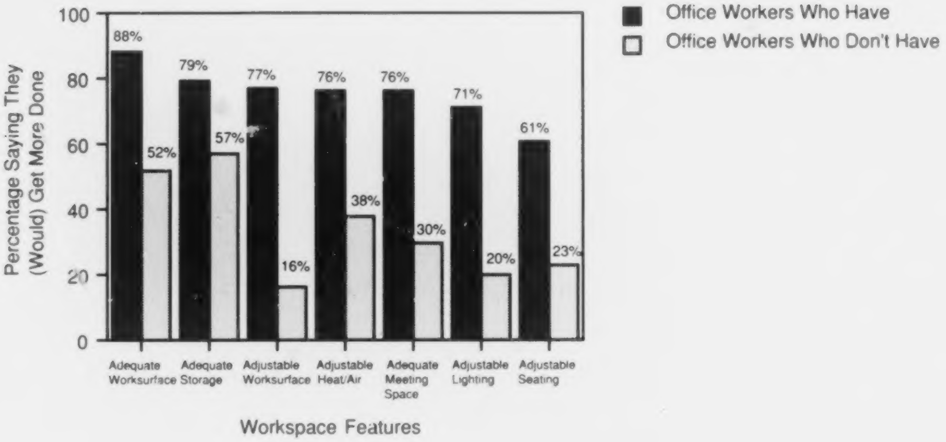
Exhibit 2.5
Features of Workspace

Prevalence of Workspace Features: Office Workers



OEI: 1988	**Office Workers** Present Workspace Has	**Top Executives** Say Most of Their Employees Have	**Facilities Managers** Say Most of Their Employees Have	**Contract Interior Designers** Most Workspaces Designed in Past Year Include
Base	1031 %	150 %	150 %	150 %
Adjustable seating	75	85	86	91
Adequate storage and file space	73	78	79	87
Worksurface space to display or spread out a project	67	85	83	83
Adequate space to meet with two or more people	67	65	62	58
Adjustable heating or air conditioning	49	33	39	40
Adjustable lighting	33	32	35	58
Adjustable worksurfaces	29	34	34	34

Exhibit 2.6
Increased Productivity Due to Workspace Features: Office Workers



OEI: 1988	**Office Workers** Get More Done (Base: Have)	Would Get More Done (Base: Don't Have)	**Top Executives** Would Increase Office Worker Productivity (Base: Most Office Workers Don't Have)	**Facilities Managers** Would Increase Office Worker Productivity (Base: Most Office Workers Don't Have)	**Contract Interior Designers** Would Increase Office Worker Productivity (Base: Most Workspaces Designed do not include)
	%	%	%	%	%
Worksurface space to display or spread out a project	88	52	61	64	56
Adequate storage and file space	79	57	67	52	79
Adjustable worksurfaces	77	16	27	24	30
Adjustable heating or air conditioning	76	38	23	29	34
Adequate space to meet with two or more people	76	30	26	19	22
Adjustable lighting	71	20	29	30	46
Adjustable seating	61	23	35	38	43

3. Privacy and Type of Workspace

Summary

U.S. office workers now report a higher prevalence of "private offices" in organizations across the nation. Contrary to office worker reports, however, facilities managers and contract interior designers indicate that little change has occurred in the types of arrangements installed. Both facilities managers and designers reported that "partitioned spaces" (open plan) dominated the spaces they installed last year. Facilities managers expect to see a continuing domination of partitioned spaces over the next decade, though fewer contract interior designers report this.

As in the 1987 study, office workers continue to report a preference for "private offices." This apparently growing desire for privacy raises questions about its relationship to productivity. A majority of office workers say they are at least "somewhat satisfied" with their personal workspace when it comes to "giving enough privacy to do (their) job well."

Whether in a private office or elsewhere, employees at all levels report that interactions are necessary in their work environments, with "informal meetings" reported as the most common type.

Question OW	*What kind of workspace would you prefer — private office, partitioned space divided with screens or panels (open plan), or an open space with others?*
Question FM, CID	*What percentage of all office employees in your organization are in: private offices with doors, partitioned space divided by screens or panels, or open space with groups of workers (or have been installed in the past year)?*
Question FM, CID	*Do you feel that open plan offices (partitioned spaces divided by screens or panels) will be more common than conventional plan (private) offices ten years from now, or not?*

The Private Office Growing, At Least in Preference

Office workers across the nation cite an increasing incidence of private offices in their organizations, although this observation doesn't correspond with reports from facilities managers and contract interior designers responding to this survey.

- Four out of 10 office workers (40%) now report that their "usual workspace" is a "private office with a door," up from the 33% reported in the 1987 study. A decrease (from 35% to 28%) is reported in occupancy of an "open space with others" (Exhibit 3.1).

- No meaningful change has occurred in the opinions of facilities managers, who report "partitioned space" most prevalent at 48%, with the rest equally divided between private offices and open areas (21% and 20%, respectively). In the 1987 study, they reported "partitioned space" as most prevalent at 46%, "private" at 23% and "open" at 20% (Exhibit 3.2).

- Contract interior designers report that "partitioned space" dominated their work in the past year (51%), almost the same percentage as in the 1987 study (49%). Private offices rated second at 31% in both the 1988 and 1987 studies (Exhibit 3.2).

- Seventy-seven percent of facilities managers feel that the "open plan" office will be more common than the private office ten years from now. A majority of contract interior designers (55%) agree. However, the percentage of designers making this prediction is down considerably from last year (67%) (Exhibit 3.2).

- Private offices remain most prevalent among managerial-level employees (61% report having them), and are more often found in nonprofit organizations (49% report private offices) and in government agencies (47%) than in manufacturing organizations (41%) and the service industries (34%).

- Private offices are also more prevalent in smaller firms; 45% of those who work for companies of fewer than 500 employees report having a private office.

- The use of "partitioned space divided by screens or panels" tends to increase in relation to organizational size, ranging from 21% among firms with less than 100 employees to 38% in firms with 5,000 employees or more.

This trend tracks with what we find to be a growing preference for private offices among employees.

- The 1988 Index finds 65% of U.S. office workers expressing a preference for a "private office with a door," up from 57% in the 1987 study. There is a decrease in preference for "open" arrangements (Exhibit 3.1).
- Preference for a "private office" is highest among managerial-level employees (82%) and among those already occupying one (96%).
- Workers currently occupying "partitioned" areas express more interest in a "private office" than do those working in "open space" (55% vs. 32%, respectively).
- One third (34%) of those currently in "open spaces" — sharing an area with a group of people — continue to prefer that arrangement.

Question
All

How satisfied are you (or office workers) with your (their) personal workspace when it comes to:

- *Being quiet enough?*
- *Giving you some visual privacy from your co-workers?*
- *Giving you the ability to control the amount of privacy you have?*
- *Giving you enough privacy overall to do your job well?*

More Satisfaction with Privacy than Expected

It appears that, in general, office workers are satisfied with the amount of privacy they currently have in their personal workspace. The highest level of satisfaction is reported in terms of office space giving "visual privacy from co-workers." Workers appear to be least satisfied, however, with their ability to "control the amount of privacy."

Top executives and facilities managers tend to underestimate the number of office workers who are "very satisfied" with personal workspace privacy. Contract interior designers, in particular, appear to greatly underestimate office worker satisfaction in this regard.

- Eight out of 10 U.S. office workers (83%) say they are at least "somewhat satisfied" with their workspace "giving them enough privacy to do (their) job well" (Exhibit 3.3).
- A total of 75% of office workers report being at least "somewhat satisfied" with their "visual privacy," and 75% report the same satisfaction level with their workspace "being quiet enough" (Exhibit 3.3).
- Sixty-eight percent of office workers are at least "somewhat satisfied" with their "ability to control the amount of privacy" (Exhibit 3.3).
- Top executives (23%) and facilities managers (26%), underestimate the number of workers who are "very satisfied" with the level of "visual privacy" in their workspaces (44%) and those who have "enough privacy to do (their) job well"(42%). Both groups also tend to underestimate worker satisfaction with the workspace "being quiet enough" (23% and 18%, respectively, compared to 35% for office workers) (Exhibit 3.3).
- Contract interior designers, to an even greater extent, underestimate worker satisfaction with privacy in general. Only 11% of these professionals believe that workers are "very satisfied" with the "visual privacy" provided by their workspace. Only 16% say workers are "very satisfied" with their overall privacy, while only 13% report this satisfaction level for workers on the "ability to control the amount of privacy." An even lower 9% say office workers are "very satisfied" with how quiet their offices are (Exhibit 3.3).

Question
OW

In a typical work week, do you:

- *Attend scheduled meetings with your bosses, supervisors or superiors?*
- *Attend scheduled meetings with employees who report to you?*
- *Attend scheduled meetings with your fellow employees?*
- *Get together informally with your bosses, supervisors or superiors?*
- *Get together informally with employees who report to you?*
- *Get together informally with fellow employees?*
- *Participate in "brainstorming" sessions to come up with ideas?*

Question OW

Where do these meetings usually take place — in a conference room, in someone's office, in a lounge or common area, or in a cafeteria?

Employees Need Interaction

In a typical work week, U.S. office workers have various opportunities to interact with each other and with supervisors. The study examined these opportunities, and where they occur, in an effort to better understand the office environment .

- "Informal get-togethers with fellow employees" are reportedly the most common interactive situation (81% of office workers report this to be a typical weekly activity). These informal meetings most often occur in "someone's office" (said 40% of those who do this), followed in frequency by a "lounge" (26%), "cafeteria" (26%), or "some other location" (22%) (Exhibit 3.4).

- Following closely are "informal get-togethers with bosses, supervisors or superiors." Seventy-five percent report this happens in a typical work week, with 62% saying this usually occurs in "someone's office" (Exhibit 3.4).

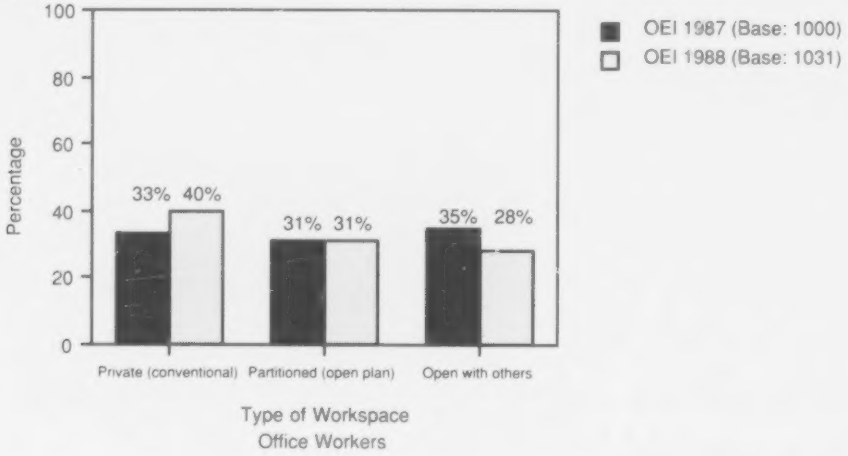
- Nearly six out of 10 U.S. office workers report that in a typical week they will also attend "scheduled meetings with their bosses" (57%) or "with fellow employees" (55%). These meetings, for the most part, occur in "conference rooms" (61% and 65%, respectively), or in "someone's office" (43% and 28%, respectively) (Exhibit 3.4).

- A majority of office workers (54%) report that it is common during the week to "participate in 'brainstorming' sessions to come up with ideas." These creative sessions usually occur in "someone's office" (58% who participate report this), but 38% of the time such meetings occur in "conference rooms" (Exhibit 3.4).

- Three in four managerial-level office workers (76%) report having informal meetings with subordinates. Fifty-three percent of these meetings occur in "someone's office."

Exhibit 3.1
Usual and Preferred Office Arrangements

Usual Workspace: Office Workers' Trend Over Time



Preferred Workspace: Office Workers' Trend Over Time

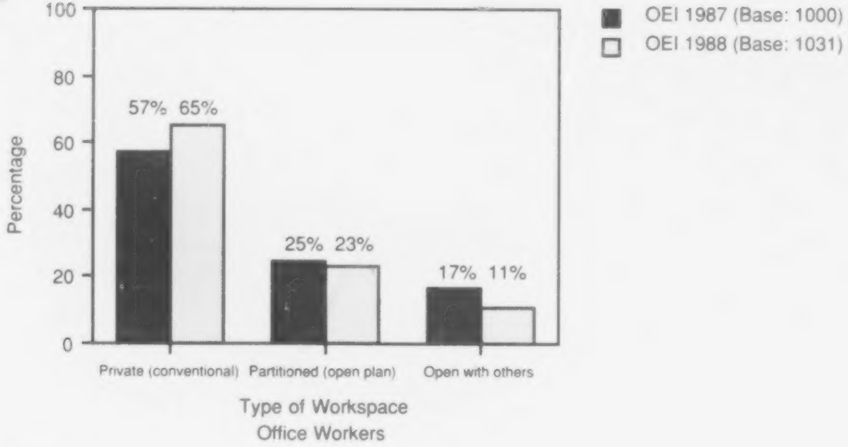
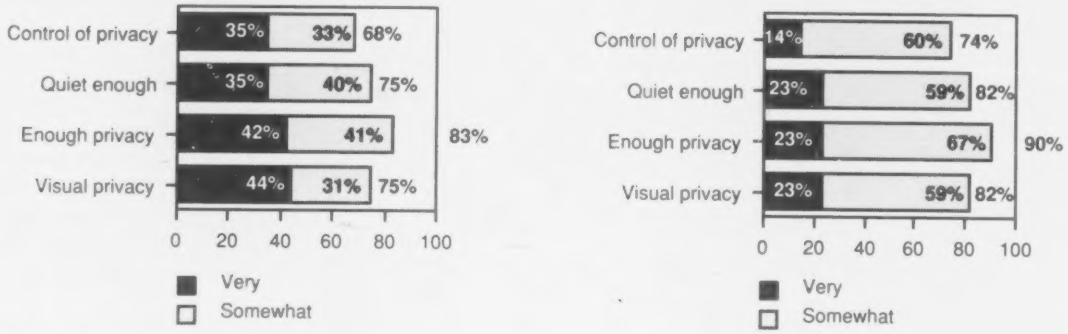


Exhibit 3.2
Office Arrangements in Place

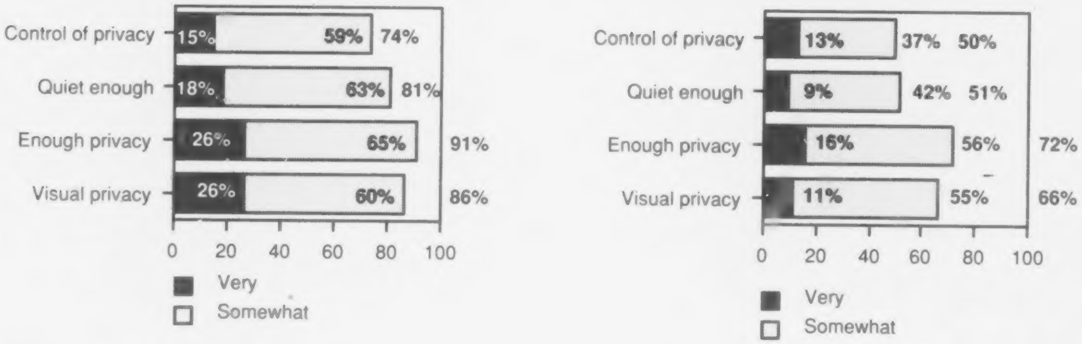
	Facilities Managers Median Percentage of Office Employees		**Contract Interior Designers** Median Percentage of Facilities Designed in Past Year	
OEI:	1988	1987	1988	1987
Base	150 %	150 %	150 %	150 %
Private (conventional)	21	23	31	31
Partitioned (open plan)	48	46	51	49
Open	20	20	10	6

	Facilities Managers		**Contract Interior Designers**	
OEI:	1988	1987	1988	1987
Base	150 %	150 %	150 %	150 %
Feel open plan offices (partitioned) will be more common than private (conventional) plan ten years from now	77	Not asked	55	67
Won't be more common	19	Not asked	43	27

Exhibit 3.3
Satisfaction with Personal Workspace on Privacy


Office Workers
(Base: 1031)

Top Executives Answering About Their Employees
(Base: 150)


Facilities Managers Answering About Their Employees
(Base: 150)

Contract Interior Designers on Employees at Client Organizations
(Base: 150)

Exhibit 3.4
Employee Interactions

OEI: 1988	**Office Workers** (Base: Do each item in typical workweek)					
	Do in Typical Workweek	Conference Room	Someone's Office	Lounge	Cafeteria	Other
Base 1031	%	%	%	%	%	%
Get together informally with fellow employees	81	9	40	26	26	22
Get together informally with your bosses, supervisors, or superiors	75	14	62	14	13	13
Attend scheduled meetings with your bosses, supervisors, or superiors	57	61	43	4	2	4
Attend scheduled meetings with your fellow employees	55	65	28	6	4	6
Participate in brain-storming sessions	54	38	58	7	5	6
Get together informally with employees who report to you	47	12	59	18	16	19
Attend scheduled meetings with employees who report to you	36	42	50	6	2	7

4 Workspace Standards

4. Workspace Standards

Summary

The evidence from the current Office Environment Index indicates that formal workspace standards programs exist in many organizations. These programs provide guidelines that spell out what employees are entitled to in terms of workspace, furniture, and accessories.

Facilities managers and contract interior designers across the nation indicate that their organizations, or the firms they are contracted to do work for, generally do have a standards program. Contract interior designers report a greater incidence of these programs than other groups. These groups cite that standards programs include specification of: workspace square footage, number and type of furniture pieces, workspace configurations, and product performance criteria, in order of prevalence. The majority of facilities managers and contract interior designers feel that these programs meet organizational needs.

Standards programs appear to have widespread support from the nation's office workers, whether their organizations have formal programs or not. Although top executives, facilities managers and contract interior designers are aware of this employee support, they appear to underestimate its extent.

Though office workers want standards programs in their organizations, they also maintain a desire to "have a say" about their work environment in terms of "workspace, furniture, and equipment." The majority feel they are getting "at least some say" (up from the 1987 study). The majority of facilities managers also report workers are getting at least "some say," but fewer report this is so than in the previous study. And a majority of top executives report that their workers get at least "some say" about their "workspace, furniture, and equipment" (remaining unchanged since the 1987 study).

Question CEO, FM, CID	*Does your organization (or how many of your clients) have a standards program when it comes to workspaces, furniture, and accessories that spells out what employees at different levels are entitled to?*
Question OW	*Does your job entitle you to a certain type of workspace, furniture and accessories?*
Question OW	*If so, is this a formal policy of your organization or do things just work out that way?*

Standards Programs Common in Organizations

Formal programs establishing workstation guidelines are reported at a large number of companies. Facilities managers, contract interior designers, top executives and office workers all acknowledge the existence of such guidelines.

- One-half of the facilities managers surveyed this year (51%) report that their organization has a "standards program" (Exhibit 4.1). Standards appear to be most prevalent in the largest corporations, with 67% of facilities managers in organizations of 4,000 employees or more reporting standards programs.
- Thirty-five percent of contract interior design firms say that "practically all" of their clients have such a program.
- Ninety-eight percent of top executives knew if their firm did or did not have a standards program (Exhibit 4.1). About one-half of these (47%) stated that they had a standards program nationwide, or at least at some locations.
- Seven out of ten office workers (69%), when asked if their job "entitles them to a certain type of workspace, furniture, and accessories," responded their job does entitle them to these things. Fifty-six percent of these attribute this to a "formal policy," while 42% say "it just works out that way." (Exhibit 4.1).

Question
FM, CID

Does your standards program (or do most standards programs) specify these factors?
- *Workspace configurations*
- *Workspace square footage*
- *The number and type of pieces of furniture*
- *Product performance criteria*

Question
FM, CID

How effective is your standards program (or are standards programs) when it comes to:
- *Helping control costs*
- *Ensuring that employees have functional workspaces*
- *Promoting a sense of equity among employees*

Current Standards Programs Establish Specifications

Facilities managers of organizations with standards programs and contract interior designers were asked about the parameters of their standards programs, or those of the clients they serve. The two groups agreed that these programs tend to address workspace square footage, amount/type of furniture and workspace configuration more often than product performance.

- Nearly eight out of 10 facilities managers (78%) and nearly all contract interior designers (95%) report that their or their clients' standards programs specify "workspace square footage" (Exhibit 4.2).
- About two out of three facilities managers (66%) report that their standards programs specify "the number and type of pieces of furniture." Eighty-eight percent of contract interior designers report this occurs with their clients who have standards programs (Exhibit 4.2).
- Seventy-nine percent of contract interior designers say that standards programs specify "work space configurations," while 51% of facilities managers report this specification (Exhibit 4.2).
- Fewer than four out of 10 facilities managers (37%) and 47% of contract interior designers report that their programs specify "product performance criteria" (Exhibit 4.2).

Standards Programs Meet Organizational Needs

The majority of facilities managers and contract interior designers whose organizations or clients implement standards programs feel they are "very effective."

- Facilities managers and contract interior designers are most in agreement in saying that standards programs promote a "sense of equity among employees" (58% and 56%, respectively) (Exhibit 4.3).
- Fifty-seven percent of facilities managers and 65% of contract interior designers believe standards programs are effective in "helping control costs" within the organization (Exhibit 4.3).
- Fifty-nine percent of facilities managers feel that standards "ensure that employees have functional workspaces," though only 35% of contract interior designers say this (Exhibit 4.3).

Question
All

How do/would you (or office workers) feel about a formal program to make sure that workers at the same level have similar workspaces, furniture, and accessories—do/would you (would they) favor or oppose it?

Office Workers Support Standards Programs

Office workers across the nation, in organizations which do or do not have standards programs, support formal policies that ensure "workers at the same level have similar workspaces, furniture and accessories." Top executives, facilities managers and contract interior designers underestimate office worker opinions in this matter.

- Most office workers (82%) "favor" a standards program, while only 14% "oppose" such a plan (Exhibit 4.4). Among workers who report a standards program in their firm, 89% are in favor of it.

- A much smaller percentage of top executives (69%), on the other hand, believe employees would favor such a program in their organization. Facilities managers and contract interior designers estimate even less support for standards programs by employees (66% and 62%, respectively) (Exhibit 4.4).

Question
All

How much of a say do you and your fellow workers (or office workers) have in what kind of workspace, furniture, and equipment you get?

Question
All

How important is it for you (or office workers) to have a say in these things?

Workers Want, and Believe They Have, More Say

Office workers still report that having a say about their "workspace, furniture and equipment" is important. A greater number of office workers today believe they get "some say" than in the 1987 study. And workers in smaller companies get more say than their counterparts in larger firms. The majority of top executives also report workers are getting at least "some say" about work space features, while facilities managers and contract interior designers are reporting less say by employees than last year.

- Nearly four out of 10 office workers (36%) feel it is "very important" to have a say about their work environment, unchanged from the 1987 study (Exhibit 4.5).

- Forty-one percent of top executives agree that office workers feel having a say is "very important," up from 23% last year. Contract interior designers also report this, at 52% (up from 42%) (Exhibit 4.5).

- Facilities managers, on the other hand, rate employees having a say as "very important" at 37%, down from 46% in the 1987 study (Exhibit 4.5).

- More workers today (57%) say they get "some" or even "a lot" of say about their "workspace, furniture and equipment," up significantly from 44% last year (Exhibit 4.5).

- About the same proportion of top executives (54%) agree, unchanged from the 1987 Index.

- Workers in companies with fewer than 100 employees more often report getting "a lot of say" (26%) than workers in companies with more than 500 employees (13%).

- Seventy-five percent of contract interior designers report that employees have "not too much" say or "none at all," vs. 53% in the previous study. Similarly, facilities managers believe that employees have less say today (41% say workers have "not too much" or "none at all"), compared with 32% who said this last year (Exhibit 4.5).

Exhibit 4.1
Office Standards

OEI: 1988	**Office Workers**
Base	1031 %
Job entitles them to a certain type of workspace, furniture, accessories	69
By formal policy	56
Just works out that way	42

	Top Executives	**Facilities Managers**
Base	150 %	150 %
Organization has standards program	46	51
Does not	51	49
In some locations but not others	1	-

	Contract Interior Designers
Base	150 %
Practically all clients have standards programs	35
Only some	52
Practically none	13

	Facilities Managers (Base: Have Standards Program)
Base	76 %
Senior management is aware of a standards program	92

Exhibit 4.2
Parameters of Standards Programs

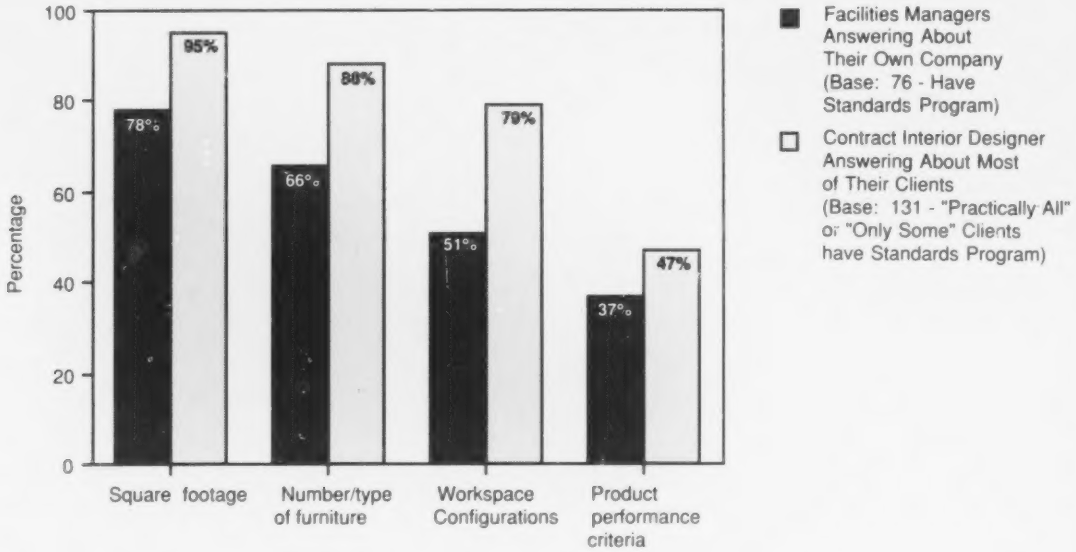


Exhibit 4.3
Effectiveness of Standards Programs

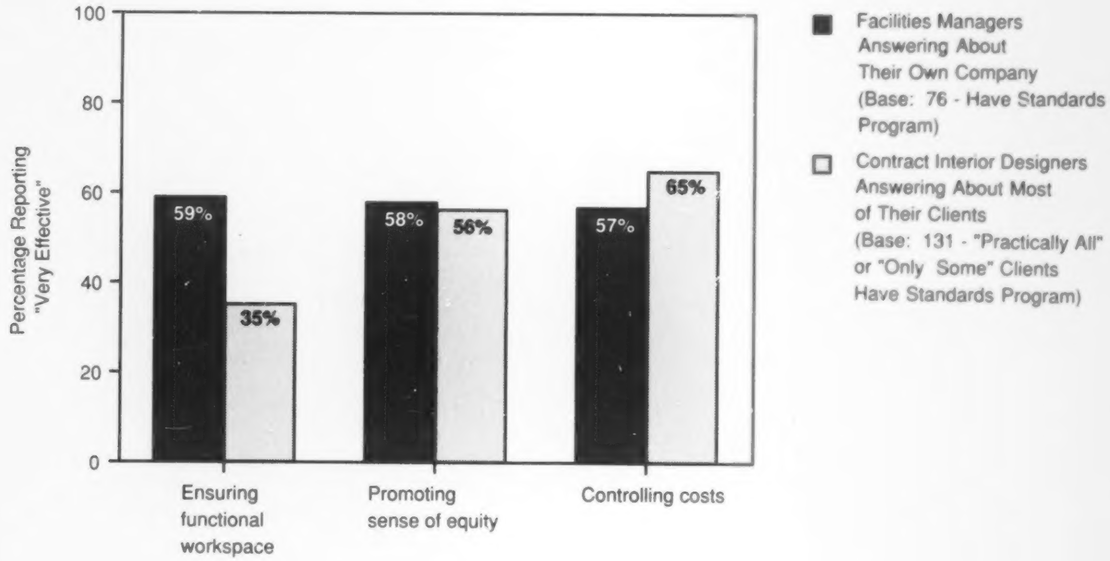


Exhibit 4.4
Favor or Oppose Office Standards by Respondent Group

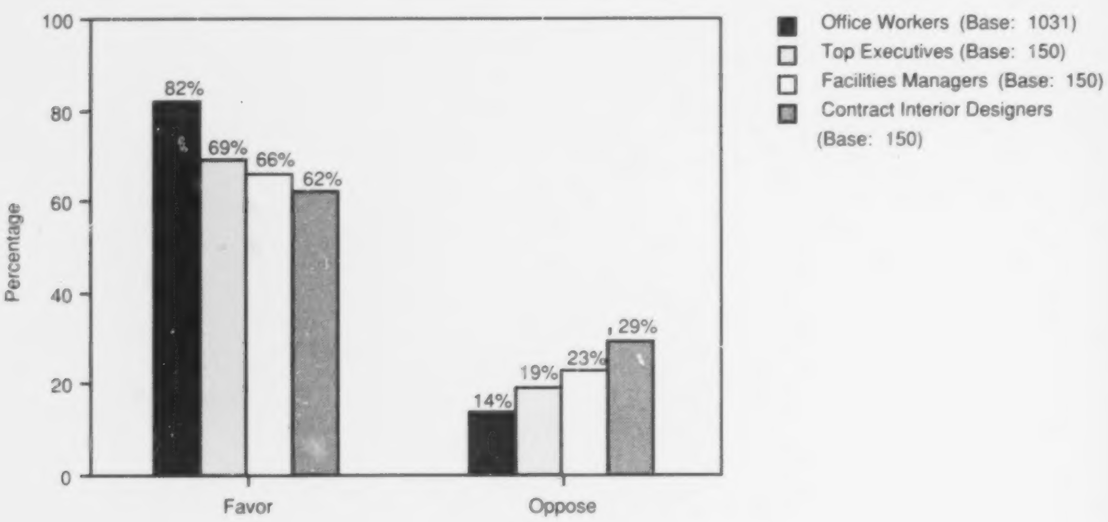
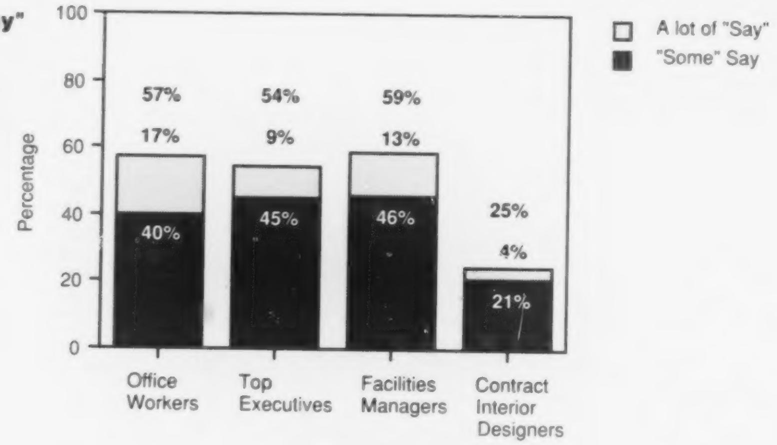
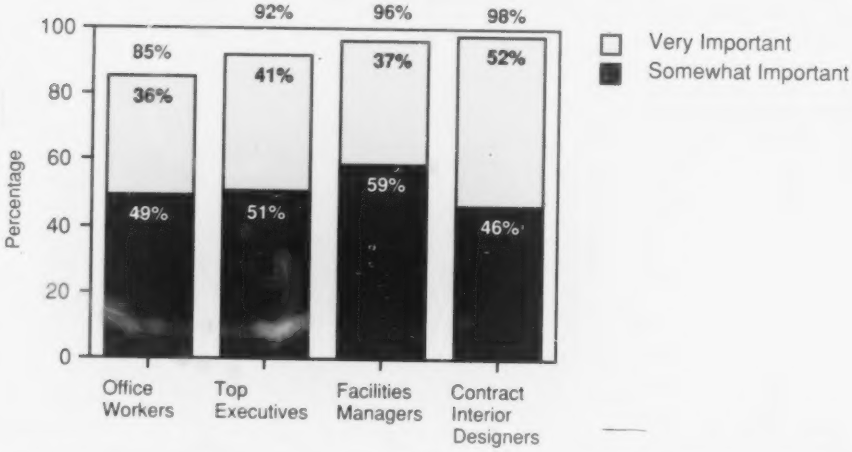


Exhibit 4.5

Office Workers' "Say" About Their Workspace, Furniture, and Equipment by Respondent Group



How Important it is for Office Workers to Have a "Say" About Their Workspace, Furniture, and Equipment



	Office Workers Answering for Themselves		**Top Executives** Answering About Their Employees		**Facilities Managers** Answering About Their Employees		**Contract Interior Designers** Answering About Most Office Employees	
OEI:	1988	1987	1988	1987	1988	1987	1988	1987
Base	1031 %	1000 %	150 %	150 %	150 %	150 %	150 %	150 %
Office workers get a lot of say about workspace, furniture, and equipment	17	15	9	9	13	9	4	3
Get some say	40	29	45	45	46	60	21	44
Not too much	25	24	39	32	34	24	64	45
None at all	17	33	6	13	7	8	11	8
In their own view, very important to office workers to have a say	36	37	41	23	37	46	52	42
Somewhat important	49	44	51	65	59	47	46	53
Not very important	12	12	5	9	4	4	2	5
Not at all important	3	7	1	3	-	3	-	-

5. Facilities Design and Management Function

Summary

The value of linking facilities plans to overall business plans gained the most widespread support of any office environment issue discussed in this year's study. Nearly all facilities managers and top executives said these two plans should be strongly linked within their organizations. A gap is evident, however, between the recognized importance of linking the plans and the reality that is reported to exist in most organizations today.

Most top executives report either a full or part-time facilities management function in their organizations. And although a majority of top executives reported full-time facilities management, the incidence of this function in smaller companies is a bit lower.

Office design responsibilities are handled both in-house and externally, according to top executives and facilities managers. Generally, space planning and ongoing space management are most reported as in-house responsibilities; construction planning is divided equally between in-house and contract work. Design development is more often contracted outside than other services.

Contract interior designers were given high marks by top executives for their abilities to "interpret the image that clients want their office facility to project," to "meet overall project objectives," to "interpret the functional needs of office workers," to "deliver innovative solutions to office design problems," and to "provide work environments that enhance office worker productivity." In light of these high satisfaction levels, most top executives and facilities managers say they would recommend the contract design firm they used to another organization.

Facilities management in organizations was rated at least "somewhat cost-effective" by top management. However, specific ratings given the facilities managers are generally high, especially on their ability to "control occupancy costs" and to "accommodate the growth of technology."

Question CEO, FM	*To what extent should facilities plans be linked to the business plan in your organization?*
Question CEO, FM	*To what extent would you say facilities plans in your organization are linked to the business plan?*

Linking Facilities Plan to Business Plan Gets Widespread Endorsement

Facilities managers and top executives, when questioned about the value of coordinating an organization's facilities plan with the overall business plan, agreed these plans should be linked to a "great" extent, or at least to "some extent."

- The value of linking the facilities plan to the overall business plan is widely recognized by a majority of top executives (98%) and facilities managers (96%) (Exhibit 5.1).
- However, this linkage is not a reality in most organizations today. While a clear majority of top executives (62%) and facilities managers (67%) say there should be a "great deal" of linkage between the plans, less than one in three (28% and 29%, respectively), report that there is a "great deal" of linkage (Exhibit 5.1).
- In firms having full-time facilities managers, 68% of top executives feel the business plan and the facilities plan should be linked "a great deal," vs. 52% in firms reporting only a part-time facilities manager. The extent that these plans are linked "a great deal" is reported by 34% of top executives in firms with full-time vs. 20% with part-time facilities managers.

Question
CEO

How does your organization deal with facilities issues — do you have a full-time designated facilities management group or person?

Facilities Management Function Widespread

Top executives report that their organizations, in most cases, have facilities management departments or personnel. Contract interior designers frequently deal with these people in their work with clients.

- Fifty-five percent of top executives said their organization "has full-time facilities management," and 41% report a part-time facilities management function (Exhibit 5.2).

- Sixty-five percent of contract interior designers report they work with facilities departments in client organizations "frequently." Thirty percent report they "sometimes" work with facilities people (Exhibit 5.2).

Question
FM

Does your organization contract outside or handle in-house these services:

Question
CID

In the past 12 months, has your firm been involved with a client in:
- *Space planning*
- *Design development*
- *Construction management*
- *Ongoing space management*

Office Design Today Is A Shared Responsibility

Office design responsibilities are generally handled both in-house and on a contract basis, say facilities managers and contract interior designers. Yet, there does appear to be a tendency in many organizations to do their own space management and planning.

- "Space planning" and "ongoing space management" are clearly perceived to be in-house responsibilities. Eighty-four percent of facilities managers report "ongoing space management" is done internally. Sixty-three percent say "space planning," in general, is handled in-house, with 22% reporting it being done through a combination of in-house and outside contracts (Exhibit 5.3).

- "Construction management" is handled in-house, say 51% of facilities managers (Exhibit 5.3).

- Only 41% of facilities managers report that "design development" is done in-house (Exhibit 5.3). This is confirmed by 97% of contract interior designers who report that they were involved in "design development" for client firms in the past year.

Question
CEO, FM

Does your organization routinely engage outside design professionals to help design office space?

Question
CEO, FM

How would you rate the design firm you've engaged most recently when it comes to:
- *Controlling project costs*
- *Interpreting functional needs of workers*
- *Interpreting the image you'd like your facility to project*
- *Delivering innovative solutions to office design problems*
- *Providing work environments that enhance worker productivity*
- *Meeting overall project objectives*

Question
CEO, FM

Would you recommend this outside design firm to another organization?

Contract Interior Designers Rated Favorably

Those top executives and facilities managers who "routinely engage outside design professionals" generally rate them well. Highest ratings by both groups are given in "interpreting image" and "meeting overall project objectives."

- Forty-four percent of top executives and 38% of facilities managers routinely engage contract interior designers to help design office space (Exhibit 5.4).
- Top executives of those firms that engaged contract design professionals say these professionals did an "excellent" or "pretty good" job in "meeting overall project objectives" (81%) and in "interpreting the image (they) wanted (their) office facility to project" (87%) (Exhibit 5.4).
- The majority of top executives (79%) and facilities managers (68%) gave contract design professionals at least a "pretty good" rating in "providing work environments that enhance office worker productivity" (Exhibit 5.4).
- Three out of four top executives also favorably assess contract interior designer expertise in "interpreting the functional needs of office workers" (76%) and "delivering innovative solutions to office design problems" (73%) (Exhibit 5.4).
- A majority of executives (64%) and 49% of facilities managers gave positive ratings to contract interior design firms on "controlling project costs," although this is the factor rated least satisfactory by both groups (Exhibit 5.4).
- These positive ratings are supported by the eight out of 10 top executives (79%) and facilities managers (82%) who report they "would recommend the outside design firm to another organization" (Exhibit 5.4).

Question
CEO

Is the facilities management function in your organization cost-effective?

Question
CEO, CID

How would you rate your facilities people (or the facilities people you work with) on the job they're doing to:

- *Control occupancy costs*
- *Anticipate and plan for long-term facilities needs*
- *Offer innovative solutions to facilities problems*
- *Provide work environments that enhance office worker productivity*
- *Accommodate growth of technology*

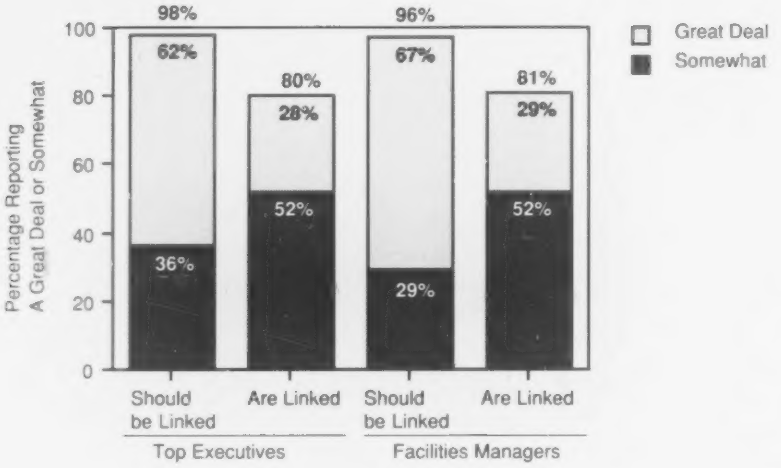
Facilities Managers Get Generally High Marks

Facilities managers were rated "highly cost-effective" or "somewhat cost-effective" by a majority of top executives in the organizations surveyed. In terms of specific facilities and design functions, top executives are more likely than contract interior designers to give facilities managers "excellent" or "pretty good" ratings.

- Facilities managers were rated "highly cost-effective" by 28% of top executives and "somewhat cost-effective" by a 68% majority (Exhibit 5.5).
- One-third of top executives in organizations with more than 4,000 employees (33%) rate facilities managers "highly cost-effective," while in organizations with less than 2,000 workers they are rated this way by only 14% of top executives.
- Top executives in organizations with full-time facilities managers were most likely to rate facilities management in their organization as "highly cost-effective" (with 35% saying so vs. 18% in those with a part-time function). Thirty-four percent of these same executives report "excellent" ratings on the ability of facilities managers to "offer innovative solutions," and 39% give "excellent" ratings on "accommodating growth of technology."
- Top executives (90%) and contract interior designers (76%) rated facilities managers highest on their ability to "control occupancy costs" (Exhibit 5.6).
- Facilities managers also received either "excellent" or "pretty good" ratings from these two groups on their ability to "accommodate growth of technology," (87% from top executives and 62% from facilities managers) (Exhibit 5.6).

- Top executives' ratings of facilities managers were consistently high, while contract interior designers' ratings, though somewhat lower, were still positive with respect to all activities except "offering innovative solutions" (34%) (Exhibit 5.6).

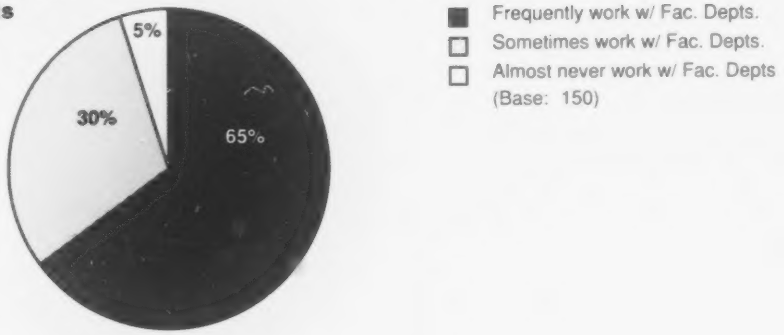
Exhibit 5.1
Link-up of Facilities Plan and Business Plan



OEI: 1988	**Top Executives** (Base: Have Facilities Management)		**Facilities Managers**	
	Extent Should Be Linked	Extent Are Linked	Extent Should Be Linked	Extent Are Linked
Base	143 %	143 %	150 %	150 %
A great deal	62	28	67	29
Somewhat	36	52	29	52
Not very much	2	17	3	16
Not at all	-	2	1	3

Exhibit 5.2
Facilities Management

Contract Interior Designers' Frequency of Working with Facilities Departments



Contract Interior Designers

Prevalence of Facilities Management as Reported by Top Executives

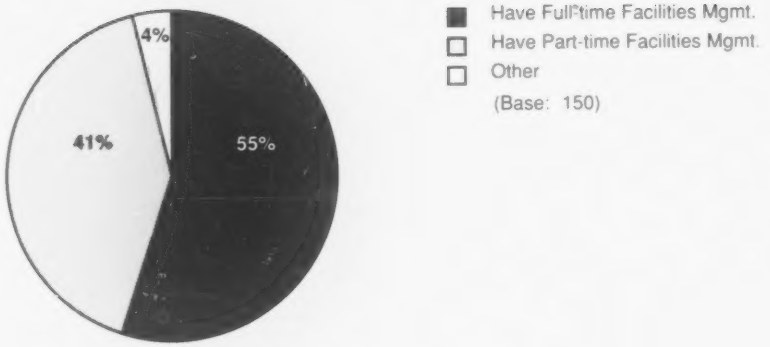
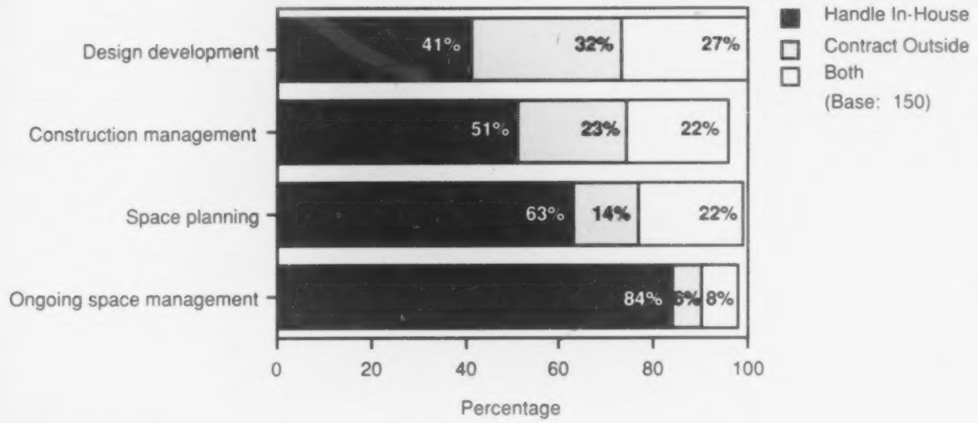


Exhibit 5.3
Where Office Design Tasks Are Handled As Reported by Facilities Managers



Contract Interior Designers: Activities Firm Involved in During Past 12 Months

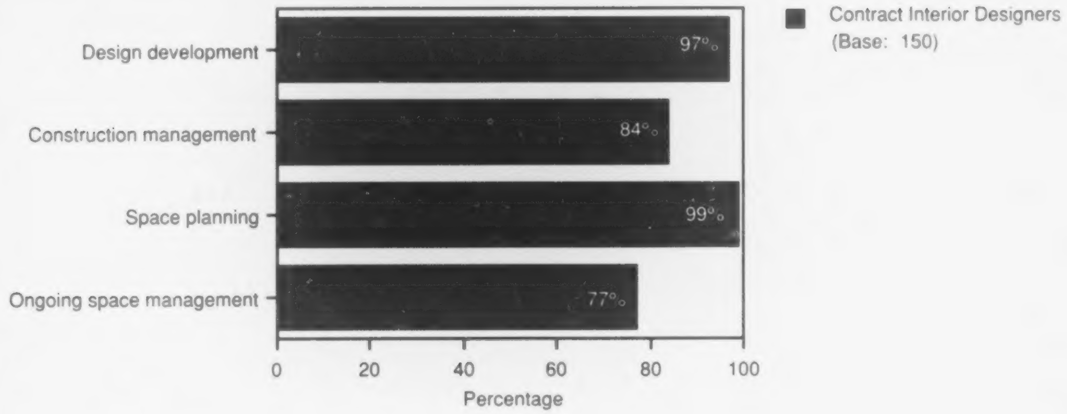
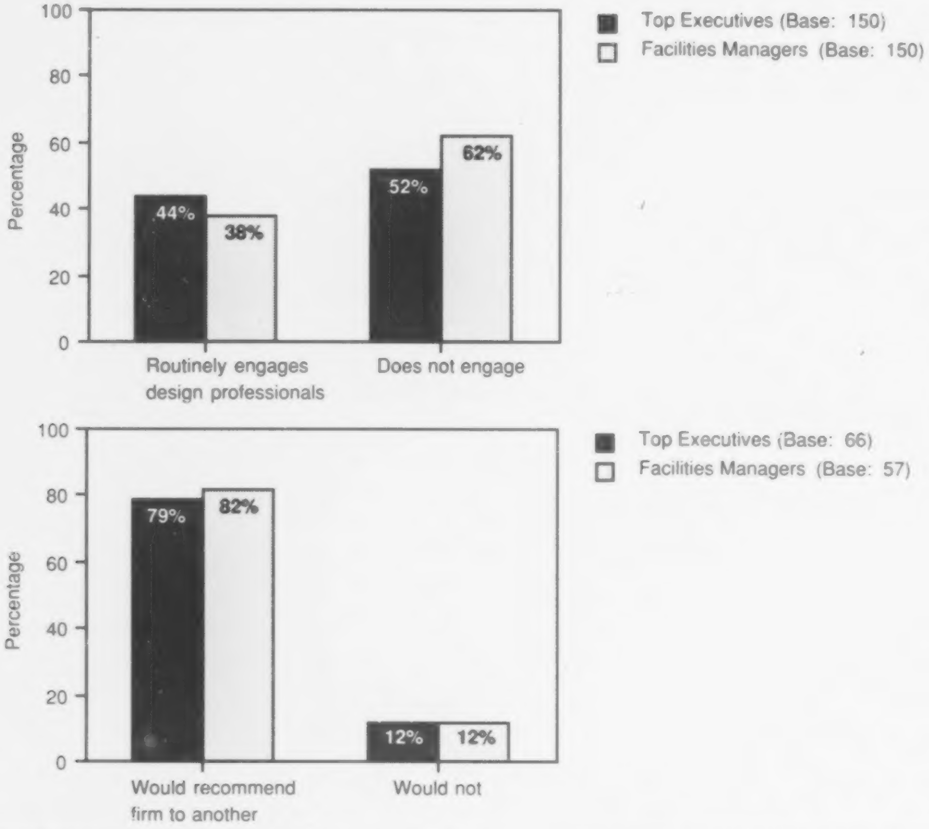


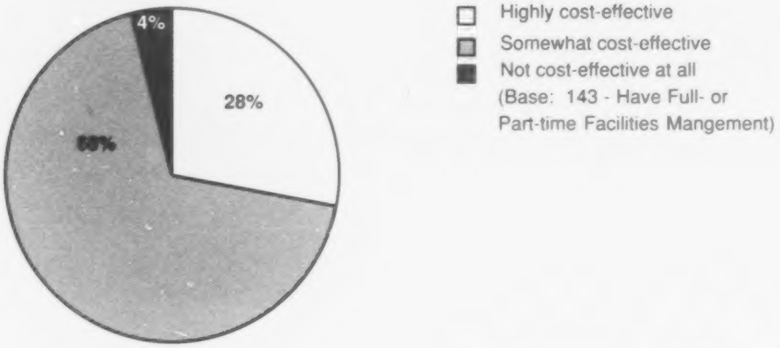
Exhibit 5.4
Use of Outside Design Professionals by Respondent Group



	Top Executives	**Facilities Managers**
Base: Routinely engages	66 %	57 %
Would rate most recently engaged firm "favorable"* on:		
Interpreting the image you'd like your office facility to project	87 (32)	83 (32)
Meeting overall project objectives	81 (26)	80 (19)
Providing work environments that enhance office worker productivity	79 (14)	68 (14)
Interpreting the functional needs of your office workers	76 (21)	68 (21)
Delivering innovative solutions to your office design problems	73 (18)	62 (16)
Controlling project costs	64 (20)	49 (16)

* *Total "excellent" and "pretty good." "Excellent" only in parentheses ( ).*

Exhibit 5.5
Cost-Effectiveness of Facilities Management Function As Reported by Top Executives



Cost-Effectiveness of Facilities Management Function by Size of Company as Reported by Top Executives

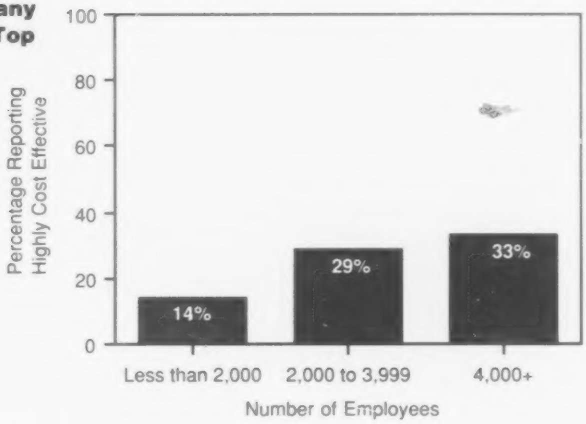


Exhibit 5.6
Favorable Ratings* of Facilities Management

OEI: 1988	**Top Executives** (Base: Have Full- or Part-time Facilities Management	**Contract Interior Designers** (Base: Work with Facilities Department "Frequently" or "Sometimes"
Base	143 %	142 %
On job facilities people are doing to:		
Control occupancy costs	90 (36)	76 (16)
Accommodate growth of technology	87 (32)	62 (13)
Provide work environments to enhance office worker productivity	81 (16)	52 (7)
Offer innovative solutions to your facilities problems	80 (24)	34 (4)
Anticipate and plan for long-term facilities needs	78 (30)	54 (10)

* Total "Excellent" and "Pretty Good." "Excellent" only in parentheses ( ).

6. Emerging Design Issues

Summary

One item which appears to be having the greatest impact on office design today is use of personal computers and terminals. The use of computers is rapidly increasing (since the 1987 study) at all levels of the organization.

Both facilities managers and contract interior designers cite the trends toward personal computer use and rising space costs as being much more important design issues in the future than they are today. Other future design issues such as child care, participatory management styles, flexible hours, and job sharing are all rated far lower in importance. The use of teleconferencing facilities and exercise rooms are also a design factor, but, again, to a lesser extent.

Also of concern to facilities managers and contract interior designers is the movement of office workers to new workspaces within their facility. Of those who move, most inherit existing furniture, and fewer either receive new furniture or move their furniture with them.

Smoking, again, continues to decline as a design issue, with fewer workers reporting they smoke in their workspaces.

Question OW	*Do you use a personal computer or terminal in the office? If so, is it in your own workspace, or do you go elsewhere to use this equipment?*
Question OW	*How many hours do you spend using the terminal or personal computer?*
Question OW	*Do you use your personal computer or terminal routinely for:* • *Word processing* • *Spreadsheet applications* • *Statistical analysis* • *Access to on-line databases* • *Order entry* • *Data entry* • *Graphics*

Personal Computer Use is Growing

The rapidly expanding use of personal computers (PCs) and computer terminals greatly impacts office function and design today. While hours of computer use per day are unchanged from the 1987 study, the number of office workers who report use of such equipment has increased.

- The use of personal computers and/or computer terminals continues to increase, with nearly eight out of 10 office workers (78%) now reporting personal use, up from 66% in the previous study (Exhibit 6.1).
- The average number of hours office workers report they work at personal computers/terminals is 3.8 hours a day, unchanged from a year ago (Exhibit 6.1). As many as one out of three office workers who use PCs or terminals (33%) report using this equipment five or more hours a day.
- The average number of hours reported for use are 4.6 for secretarial/clerical, 3.8 for professional/technical and 2.9 for managerial employees.
- Fifty percent of top executives report having a terminal or personal computer in their office, up from 45% in the 1987 study (Exhibit 6.2).

- Seven out of 10 workers (70%), report that their terminal or personal computer resides in their "own usual workspace," rather than "somewhere else." However, one out of five of those with this equipment in their workspace (20%) report that they "don't have enough room" (Exhibit 6.3).
- Most office workers (73%) report having one monitor in their workspace, while 18% indicate having two and 7% report three or more (Exhibit 6.3).
- Seventy-one percent of office workers use their computer for "data entry," 69% for "access to on-line data bases," and 56% for "word processing" (Exhibit 6.4).

Question
FM, CID

What issues could impact office design in the years ahead?

- *Job-sharing*
- *Flexible hours*
- *Personal computers or terminals*
- *Participatory management styles*
- *Status*
- *Space costs*
- *Child care at the location*

Question
OW

Do your organization's office facilities include these areas? If so, do you use them regularly?

- *An indoor gym, health club or exercise room*
- *Areas for employees set aside for smoking*
- *A teleconferencing center equipped for video hook-up to other facilities*

Computers and Space Costs Emerge as Key Design Issues in Years Ahead

Both facilities managers and contract interior designers agree that the increasing use of computers will become "much more important" in the future. They also rate "space costs" as growing in importance in the years ahead. Several secondary trends were reported by these two groups and by office workers, including: "child care at location," "accommodating participatory management styles," and "flexible hours."

- The increasing use of personal computers will be "much more important" in the future, believe 67% of facilities managers and 74% of contract interior designers (Exhibit 6.5).
- "Space costs" was mentioned most frequently after "use of personal computers" by 47% of facilities managers and 51% of contract interior designers (Exhibit 6.5).
- Child care on location will become "much more important" in the future, according to 35% of facilities managers and 43% of designers. "Participatory management styles" are regarded as increasingly important by 28% of facilities managers and 36% of contract interior designers. The importance of "flexible hours" is viewed similarly, with 23% of facilities managers and 27% of contract interior designers reporting that it will increase (Exhibit 6.5).
- About one-third of office workers (32%) say their organization has a "teleconferencing center for video hook-up to other facilities." And, about four out of 10 workers (43%) who have this access use it regularly (Exhibit 6.6).
- One in five office workers (19%) report having access to an "indoor gym, health club, or exercise room;" three out of 10 with access (30%) say they use the area regularly (Exhibit 6.6).

Question
OW

In the past year, have you changed workspaces within a facility, or haven't you?

Question
OW

In your most recent move, did your workspace furniture move with you, did you get existing furniture in your new workspace, or did you get brand new furniture?

Moving Employees a Challenge to Designers

Another design issue is employee movement, also known as change management, which refers to the internal movement of furniture, equipment, and people. Many workers report having moved recently; a majority of these inherited existing furniture.

- Over four in 10 office workers (42%) say that they "have changed workspaces within their facility" in the past year. Of those workers reporting a move, a 52% majority inherited existing furniture. One in five (20%) received new furniture, and the same number moved their furniture with them (Exhibit 6.7).
- Most mobile, at 52%, were those workers who say they use a personal computer or terminal five or more hours a day.

Question
OW

Do you ever smoke while working in your work area?

Question
OW

If not, is it because you don't smoke or because there's a policy against smoking?

Question
OW

Do your organization's office facilities include areas for employees set aside for smoking?

Smoking Declines Further

Office workers are increasingly part of the smokeless society. More office workers report they do not smoke in their workspaces, compared to earlier studies.

- Only 18% of office workers smoke in their work area, compared to 21% last year and 35% in 1978.
- Most workers (82%) said they did not smoke in their work area because they were nonsmokers, not because of company policy prohibiting this.
- The majority of office workers (57%) report "areas for employees set aside for smoking." About one in five workers who have these facilities available (22%) report using them regularly.

Exhibit 6.1
Office Workers' Use of Terminals and PCs

	Office Workers	
OEI:	1988	1987
Base	1031	1000
	%	%
Total use PC or terminal	78	66
Use PC	28	
Use terminal	23	
Use both	27	
Don't use	22	34
Median hours use average workday	3	3
Average hours use average workday	3.8	3.7

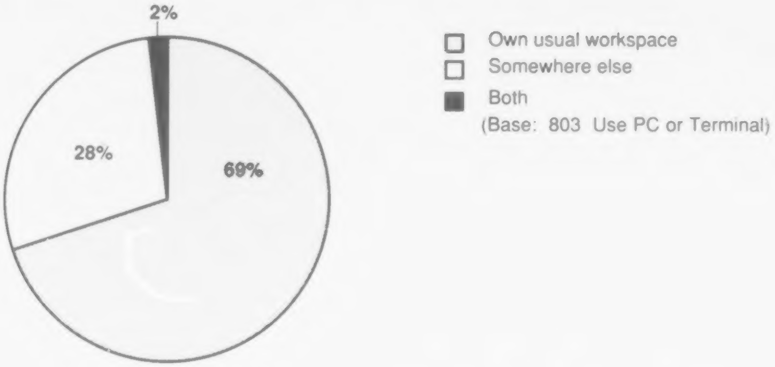
	Facilities Managers	
OEI:	1988	1987
Base	150	150
	%	%
Median percentage of office employees in organization who use terminal or PC	57	47

Exhibit 6.2
Executives Having Terminals or PCs in Their Offices

	Top Executives	
OEI:	1988	1987
Base	150 %	150 %
Total have terminal or PC	50	45
Have terminal	18	
Have PC	21	
Have both	11	
Don't have	50	55

	Facilities Managers
OEI:	1988
Base	150 %
Use computer routinely in work	9
Staff uses	27
Both use	48
Don't use	17

Exhibit 6.3
Location of PC or Terminal as Reported by Office Workers



OEI: 1988	**Office Workers** (Base: Use PC or Terminal)
(Base: Use in own personal workspace)	(565)
Have enough room for all computer equipment	80
Don't have enough room	20
Number of screens or monitors in workspace:	
One	73
Two	18
Three	7
Median	1

Exhibit 6.4
Uses for PC or Terminal: Office Workers

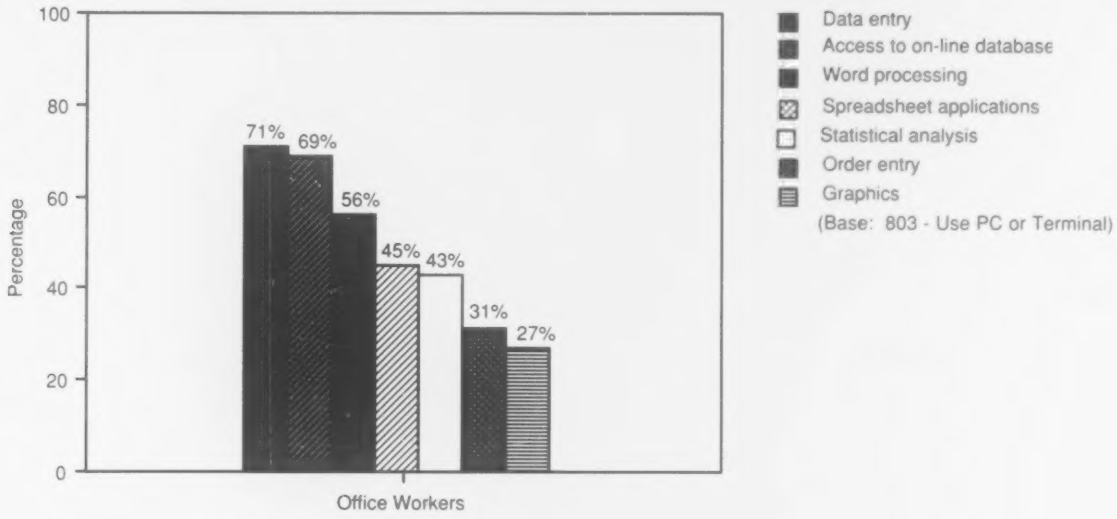


Exhibit 6.5
Impact of Emerging Trends on Office Design

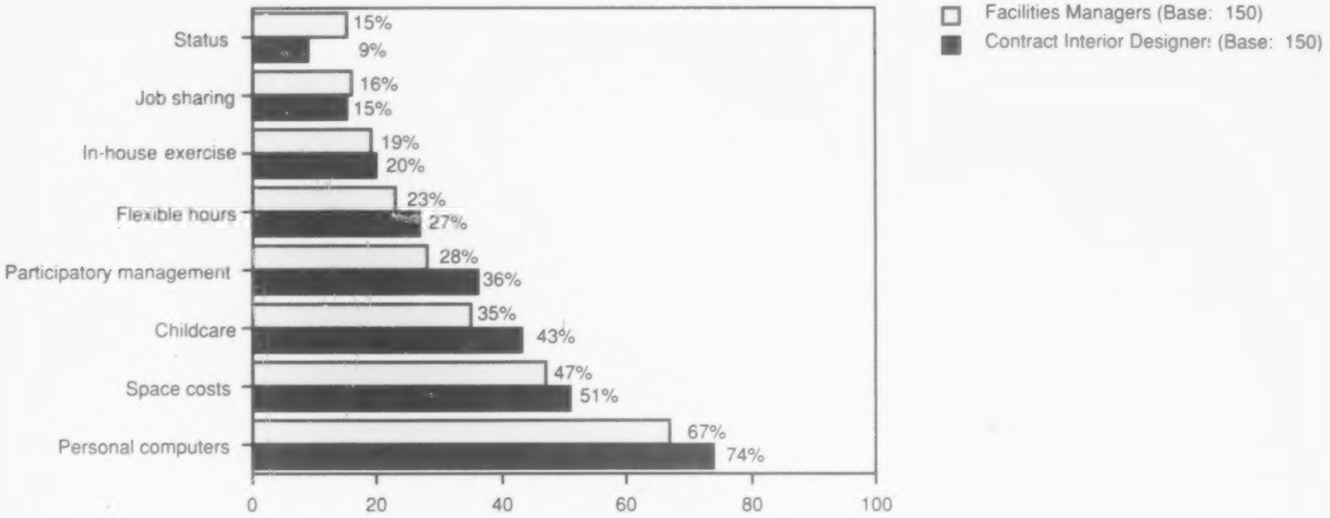
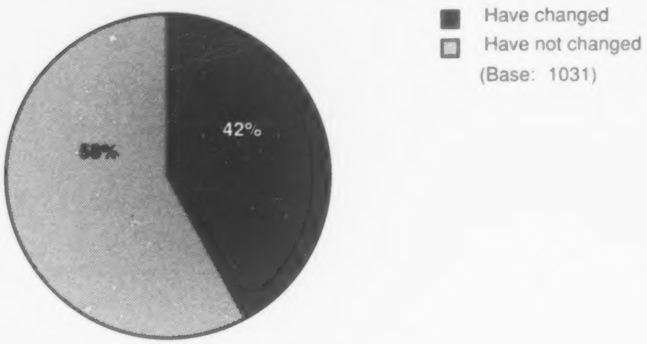


Exhibit 6.6
Prevalence and Use of Other Facilities

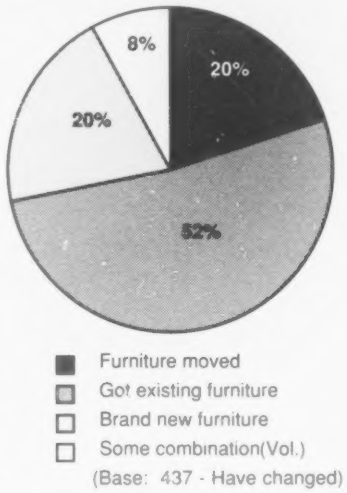
OEI: 1988	**Organization's Office Facilities Include** (Base: 1031)	**Use Regularly** (Base: Facilities Include)
	%	%
Areas for employees set aside for smoking	57	22
Teleconferencing center equipped for video hook-up to other facilities	32	43
Indoor gym, health club, or exercise room you can use	19	30

Exhibit 6.7
Changing Workspaces as Reported by Office Workers

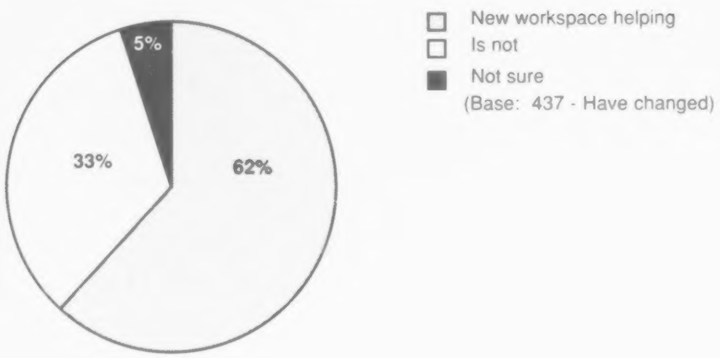
Have Changed Workspaces in Past Year



How Furniture Was Handled in Move



Effect of New Workspace on Productivity



7. Canadian Findings

Summary

Since many of the results gained for Canadian office workers and top executives in this year's survey were similar to U.S. responses, only the major differences are highlighted in this section. Also, several items are mentioned where trended issues for Canadians alone appear important. For similarities to U.S. responses, please refer to the exhibits provided.

Job Satisfaction Not Increasing

Canadian and U.S. office workers share common levels of job satisfaction, although Canadian workers say they aren't experiencing increased satisfaction, as U.S. workers are. A slight majority of Canadian workers feel there is a "great deal of connection between doing your job well and getting the things you most want out of life." Compared to the 1987 study, Canadian workers perceive a marginal increase in the "quality of work life" compared to ten years ago.

- The job satisfaction of Canadian workers has remained stable since last year, at 42%, and although the number of U.S. workers reporting this is similar (46%), the U.S. rate of increase over the past several years remains higher (Exhibits 7.1, 1.1).
- The majority of Canadian office workers (51%), but fewer than in the U.S. (59%), believe there is a "great deal of connection between doing your job well and getting what you most want out of life," while 35% cite "only some" connection. Fewer workers see this connection now than in the 1987 study, when 58% said there was a "great deal" (Exhibits 7.1, 1.5).
- A marginal increase has occurred in office worker perception that the "quality of work life" has improved relative to ten years ago (59%, up from 53% in the 1987 study) (Exhibit 7.2).

"Job Challenge" Even More Important

Canadian and U.S. office workers agree when it comes to identifying what characteristics they find important in a job. However, Canadian workers report larger gaps than U.S. workers between the characteristics they cite as "very important" and wh[illegible] are "very true" in their organization for some issues.

- Although Canadian office workers share the same priorities reported by U.S. workers, in some cases Canadian workers place more importance on their priority than do U.S. workers. For instance, 89% of Canadian workers cite "job challenge" as "very important," vs. 81% of U.S. workers who say the same (Exhibits 7.3, 1.6).
- Canadian office workers report larger gaps between characteristics they say are "very important" and "very true" than their U.S. counterparts.

	Canadians			**U.S.**		
	"Very Important" %	"Very True" %	Percentage Point Gap	"Very Important" %	"Very True" %	Percentage Point Gap
"Job secure from layoff"	78	47	(31)	82	63	(19)
"Participatory management style"	66	20	(46)	61	28	(33)
"Executives initiate regular meetings"	63	24	(39)	57	29	(28)

Top Executives Rate Job Characteristics Differently

Top executives in Canada have different perceptions than their U.S. peers about the importance of several job characteristics to their workers.

- Seventy-three percent of Canadian top executives consider "job challenge" "very important" to office workers, compared to 52% of their U.S. peers. Forty-eight percent also rate "freedom to decide how to do their own work" as "very important" to workers, compared to 37% of U.S. executives. Likewise, Canadian executives (53%) rate "physical surroundings" more important to workers than their U.S. counterparts (35%) (Exhibits 7.3, 1.6).

- Good "employee benefits" are considered less important to workers by Canadian top executives (57%) than by U.S. executives (70%) (Exhibits 7.3, 1.6).

Flexible Hours Less Prevalent

The Canadian office environment also includes some of the new work arrangements reported by U.S. office workers, although flexible hours are less prevalent.

- Fewer "flexible hours" are reported in Canada than in the U.S. Four out of ten Canadian workers (43%) surveyed this year say their workplace presently offers "flexible hours that you can tailor to meet your needs" (vs. 55% U.S.) (Exhibits 7.5, 1.11).

Office Workers More Convinced They're Doing As Much As Possible

More Canadian than U.S. office workers believe that they are doing as much work as they "certainly can." Canadian executives, like U.S. executives, don't agree, but they are more likely than U.S. executives to say that office workers are "certainly doing as much as they can."

- Fifty-three percent of Canadian office workers believe they are "certainly doing as much as they can" — appearing more convinced than U.S. workers at 47% (Exhibits 7.6, 2.1).

- More Canadian top executives (38%) than U.S. executives (24%) say that workers are "certainly doing as much as they can" (Exhibits 7.6, 2.1).

Work Week Slightly Shorter

Canadian workers, on average, work slightly fewer hours per week than their U.S. counterparts, although the time spent in meetings is similar.

- The average Canadian work week is 41 hours, which three out of four workers (75%) consider "just right." Comparatively, the U.S. median is 43 hours (up from 42 in the 1987 study) (Exhibit 7.7, 2.2).

- More Canadian office workers (45%) report 35-39 hour weeks than U.S. workers (12%) (Exhibit 7.7, 2.2).

Less Adjustability in Lighting and Worksurfaces

Canadian office workers are less likely than U.S. workers to have "adjustable lighting" and "adjustable worksurfaces."

- Only 23% of Canadian office workers have "adjustable lighting," compared with 39% of their U.S. counterparts. Twenty-two percent of Canadian workers report "adjustable worksurfaces," slightly fewer than in the U.S. (29%) (Exhibits 7.9, 2.5).

Private Offices Not As Prevalent

"Partitioned spaces divided by screens and panels" are slightly more prevalent in Canada than either "private offices with doors" or "open arrangements." "Private offices" are clearly the preferred workspace in Canada, though the preference is not as great as in the U.S.

- The reported prevalence of private offices in Canada is slightly less than in the U.S. (32% vs. 40%, respectively) (Exhibits 7.11, 3.1).

- Canadian office workers are also less likely to report a preference for "private offices" than U.S. workers (58% vs. 65%), although the preference has increased in Canada since the last study (58% prefer "private offices" today vs. 52% last year) (Exhibits 7.11, 3.1).

- However, preference for "open space with others" in Canada (18%) is higher than in the U.S. (11%) (Exhibits 7.11, 3.1).

- There has also been a significant decrease in the number of Canadian office workers who prefer "partitioned space" (open plan) (23% today vs. 32% in the 1987 study) (Exhibit 7.11).

Standards Less Highly Favored

Standards programs in terms of "workspaces, furniture, and accessories that spell out what employees at similar levels are entitled to" are reported with the same frequency by Canadian office workers as workers in the U.S. However, fewer office workers in Canada favor standards than U.S. workers.

- Although the majority of Canadian office workers "favor" the implementation of a "standards" program, fewer Canadian workers (72%) than U.S. workers (82%) do (Exhibits 7.12, 4.1).

More Office Workers Believe "Having A Say" Is Important

The opportunity to "have a say" in terms of what kind of workspace, furniture and equipment they get is "very important" to Canadian office workers. In fact, although there is no difference in the amount of say they actually get, it's more important to Canadians than it is to U.S. workers. Canadian top executives report that their office workers "get at least some say" about these features, more so than U.S. top executives report. This is more, however, than office workers report they actually have.

- Canadian and U.S. office workers have similar perceptions about the amount of say they get. Fourteen percent of Canadians say they get "a lot of say" about workspace, furniture, and equipment, and 17% of U.S. workers report the same (Exhibits 7.13, 4.5).

- Having a say is reportedly more important to Canadian workers than U.S. workers (49% of Canadian workers say it's "very important" vs. 36% of U.S.) (Exhibits 7.13, 4.5).

- With 29% of Canadian top executives reporting that workers get "not too much say" and 39% of U.S. top executives reporting this, it would appear that U.S. workers get less say than Canadian office workers (Exhibits 7.13, 4.5).

- Top Canadian executives (67%) think their workers get more say than U.S. executives think their workers do (54%) (Exhibits 7.13, 4.5).

Facilities Design and Management Function Not As Prevalent

Fewer top executives in Canada than the U.S. report full or part-time facilities management. Like their U.S. counterparts, those Canadian executives who do report this function report positive ratings for facilities managers, although Canadian executives' ratings are slightly lower on "controlling occupancy costs" and "offering innovative solutions."

- Seventy-eight percent of Canadian top executives report a full or part-time facilities manager (compared to 96% in the U.S.) (Exhibits 7.15, 5.2).

- Top executives in Canada and the U.S. report similar opinions about the cost-effectiveness of facilities managers, though Canadians report fewer positive ratings relative to "controlling occupancy costs" (78% Canada vs. 90% U.S.) and "offering innovative solutions" (68% Canada vs. 80% U.S.) (Exhibits 7.15, 5.6).

Use of Personal Computers Lower, But Increasing

The use of personal computers or terminals is slightly lower in Canada than in the U.S., although of those that use this equipment, the average number of hours of use is about the same. As in the U.S., the use of personal computers and terminals is increasing. This equipment is most often located in the usual workspace in Canada, but is also more often located "somewhere else" in Canada than in the U.S.

- Seventy-one percent of Canadian office workers use a "personal computer, terminal or both," slightly fewer than U.S. workers at 78%. Among those who use them, average usage is the same in both countries (Exhibits 7.17, 6.1).

- Prevalence of personal computers and terminals is increasing among Canadian office workers, reported at 71% now, compared to 64% in the 1987 study (Exhibit 7.17).

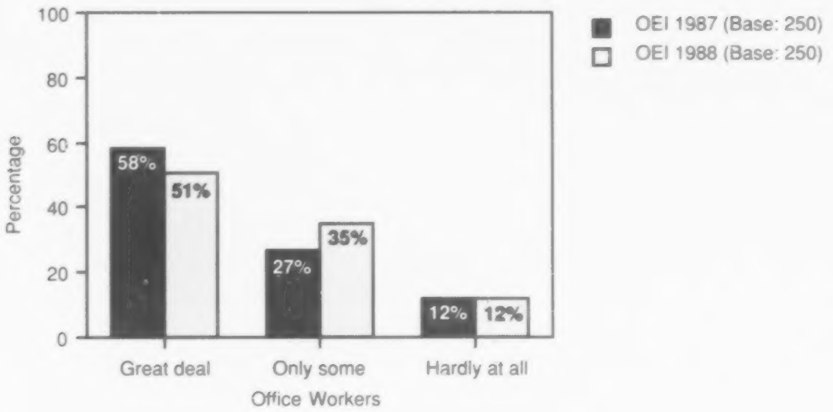
- The majority of Canadian workers (63%) report that this equipment resides "in their personal workspace." However, office workers report that equipment is "somewhere else" more frequently in Canada (34%) than in the U.S. (28%) (Exhibits 7.18, 6.3).

Design Issues Slightly Different

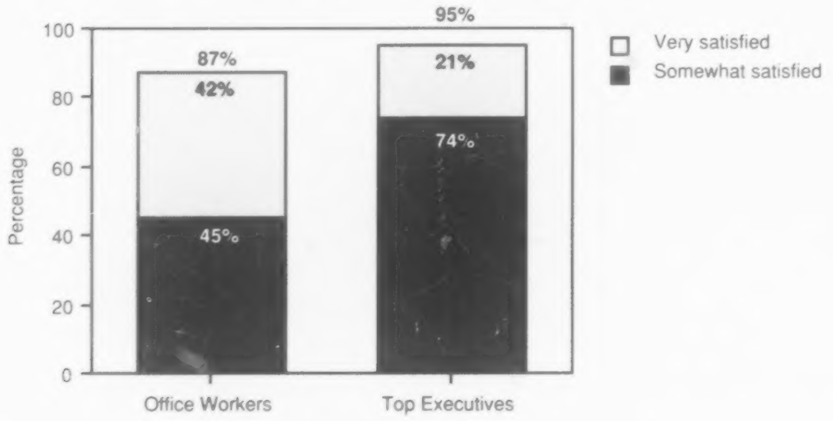
Other design issues, such as smoking and teleconferencing, also appear to affect the Canadian office environment. More workers in Canada smoke than in the U.S., and there is a lower reported incidence of designated smoking areas.

- More Canadian office workers (26%) report being smokers than do U.S. workers (18%).
- Forty-six percent of Canadian office workers report that their place of work provides "areas for employees set aside for smoking," whereas the incidence of this is reported more frequently by U.S. workers (57%).
- "Teleconferencing centers equipped for video hook-up to other facilities" are reported as more prevalent in Canada (42%) than in the U.S. (32%).

Exhibit 7.1
Connection Between Doing Job Well and Getting What You Want Out of Life: Office Workers: Canada

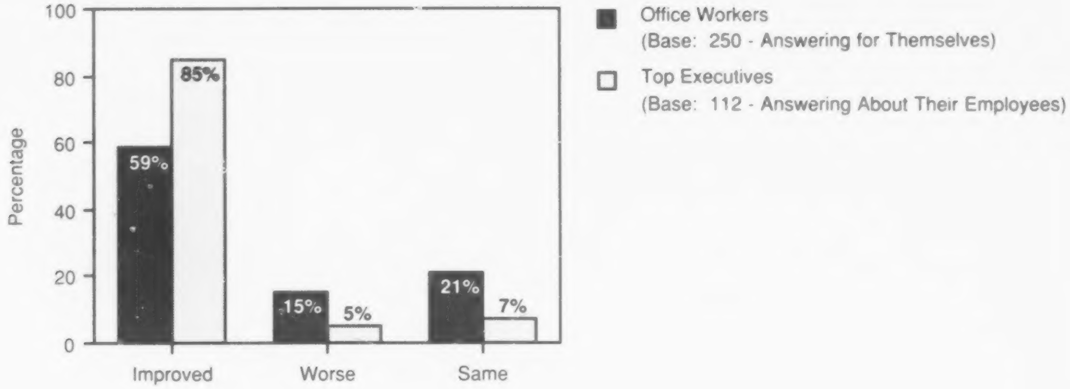


Office Workers' Job Satisfaction by Respondent Group: Canada

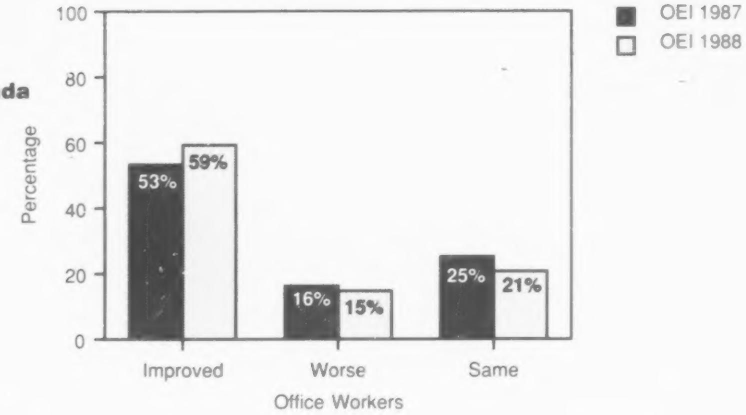


	Office Workers Answering for Themselves		**Top Executives** Answering About Their Employees
OEI:	1988	1987	1988
	250 %	250 %	112 %
Office workers' job satisfaction			
Very satisfied	42	42	21
Somewhat satisfied	45	47	74
Somewhat dissatisfied	10	8	4
Very dissatisfied	3	3	-
Not sure	-	1	-

Exhibit 7.2
Quality of Work Life Compared to Ten Years Ago: 1988 Comparison of Office Workers and Top Executives: Canada



Quality of Work Life Compared to Ten Years Ago: Office Workers' Trend Over Time: Canada



Quality of Work Life Ten Years from Now Compared to Today: 1988 Comparison of Office Workers and Top Executives: Canada

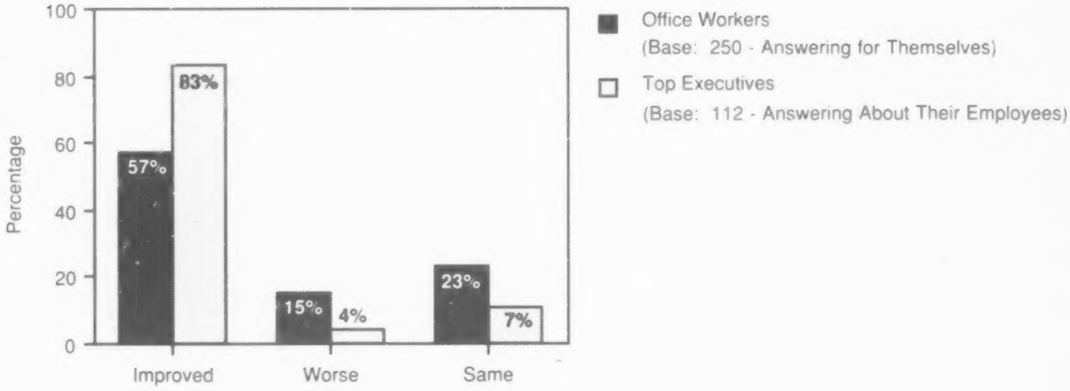


Exhibit 7.3
Office Characteristics: Importance and Prevalence: Canada

OEI: 1988	**Office Workers**		**Top Executives**	
	Very Important to Them	Very True on Their Present Job	Very Important for Their Employees	Very True for Their Employees
Base	250		112	
	%	%	%	%
Management is honest and upright	90	41	90	68
The job is challenging	89	60	73	40
Employees are proud of products and services	78	59	78	59
Employees' jobs are secure from layoffs	78	47	81	60
Employee benefits -- such as insurance and vacations -- are good	77	66	57	68
Employees are given a lot of freedom to decide how they do their own work	77	61	48	28
Can contribute significantly to the company	73	52	54	38
Management encourages a free exchange of information among employees and departments	72	35	70	38
There's a participatory management style at all levels of decision-making	66	20	46	26
The pay is good	65	42	55	44
The worksurfaces, chairs, storage space, and other office furniture are what are needed to get the job done well	65	49	53	43
There are ample opportunities to move up to a better position in the company	64	31	60	29
Executives initiate regular meetings with all levels of staff	63	24	52	31
Employees have the privacy needed to do work effectively without distractions	58	34	40	22
The physical surroundings in the office are pleasant	57	41	53	44
Employees are encouraged to take risks	37	22	19	16
Employees are proud of the building they work in	35	37	34	44

Exhibit 7.4
Importance and Prevalence of Office Characteristics: Office Worker Trend: Canada

	Office Workers Very Important		Very True	
OEI:	1988	1987	1988	1987
Base	250 %	250 %	250 %	250 %
The job is challenging	89	80	60	69
Employee benefits -- such as insurance and vacation -- are good	77	71	66	67
Employees are given a lot of freedom to decide how they do their own work	77	68	61	56
Can contribute significantly to the company	73	68	52	54
Management encourages a free exchange of information	72	72	35	42
There's a participatory management style at all levels of decision-making	66	52	20	31
The pay is good	65	66	42	43
The worksurfaces, chairs, storage space, and other office furniture are what are needed to get the job done well	65	61	49	57
There are ample opportunities to move to a better position in the company	64	59	31	36
Executives initiate regular meetings with all levels of staff	63	55	24	37
Executives have the privacy needed to do work effectively without distractions	58	59	34	39
The physical surroundings in the office are pleasant	57	54	41	41
Employees are encouraged to take risks	37	30	22	27

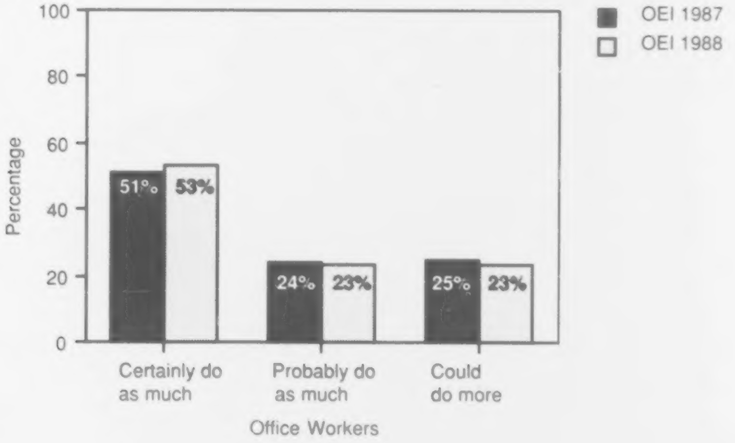
Exhibit 7.5
Work Arrangements: Canada

OEI: 1988	**Office Workers** Employer Offers (Base: 250)	Have Used (Base: Employer Offers)	"Absolutely Certain" or "Very Likely" to Use (Base: Employer Doesn't Offer)
	%	%	%
Flexible hours	43	83	57
Opportunity to work at home	40	76	31
Job-sharing	15	33	22
Paternity leaves	17	40*	32*
Paid or partially paid child care	5	27	37

* Male only

Exhibit 7.6

Productivity: Whether Office Workers Do As Much As They Can: Office Workers' Trend Over Time: Canada



Whether Office Workers Do As Much As They Can: 1988 Comparison of Office Workers and Top Executives: Canada

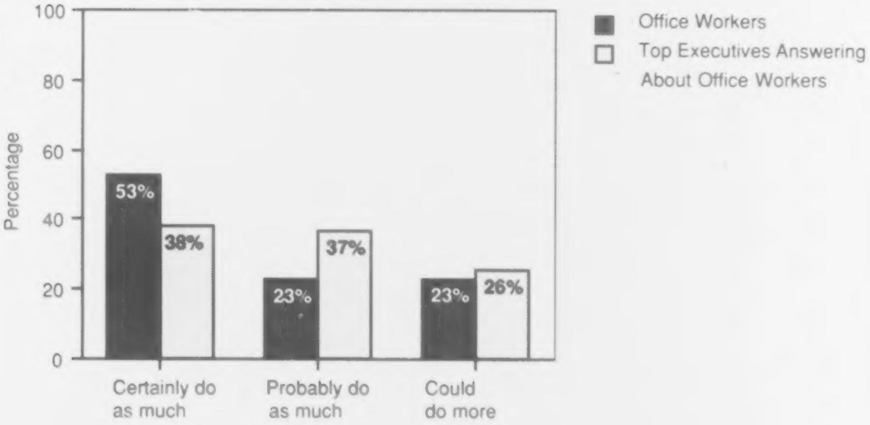
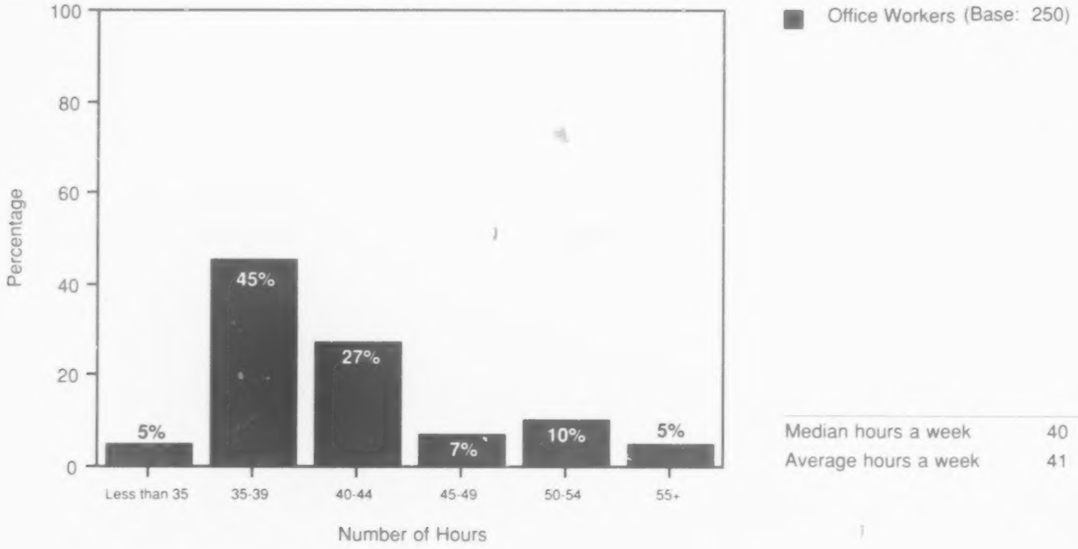


Exhibit 7.7
Hours Worked in Typical Week: Canada

Hours Worked in Typical Week: 1988 Office Workers



Median hours a week	40
Average hours a week	41

Whether Hours Worked are Too Much, Too Little, or About Right: 1988 Office Workers

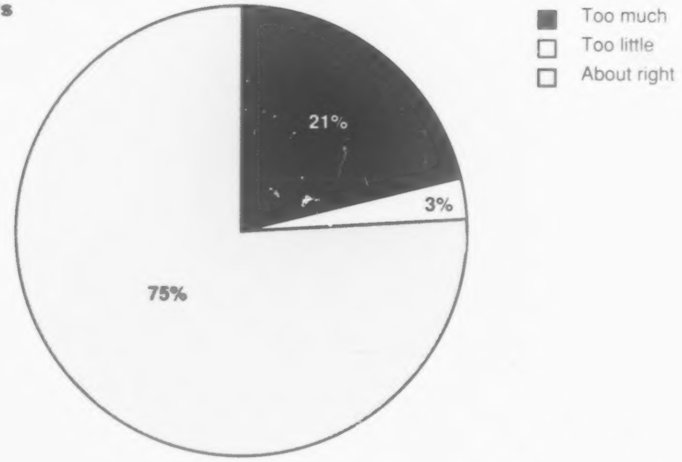
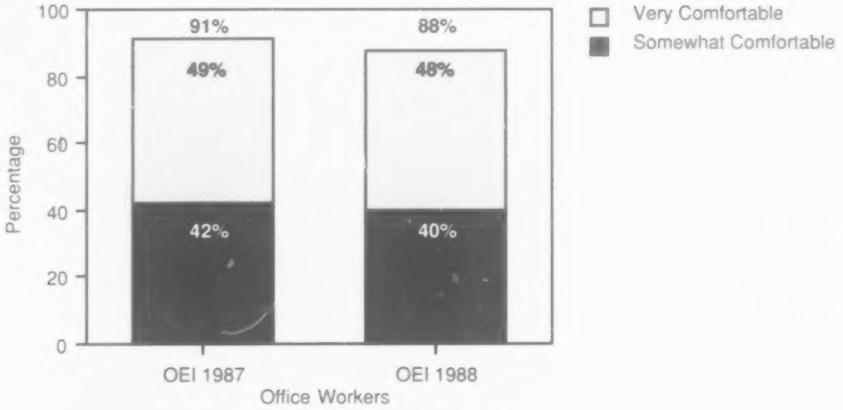


Exhibit 7.8
Office Workers' Comfort with Physical Surroundings: Canada

Comfort with Physical Surroundings: Office Workers' Trend Over Time



	Office Workers Answering for Themselves		**Top Executives** Answering About Their Employees
OEI:	1988	1987	1988
Base	250 %	250 %	112 %
Very comfortable	48	49	39
Somewhat comfortable	40	42	51
Somewhat uncomfortable	10	8	8
Very uncomfortable	2	1	1
Not sure	*	*	1

* Less than 0.5%

Exhibit 7.9
Features of Workspace: Canada

Prevalence of Workspace Features by Respondent Group

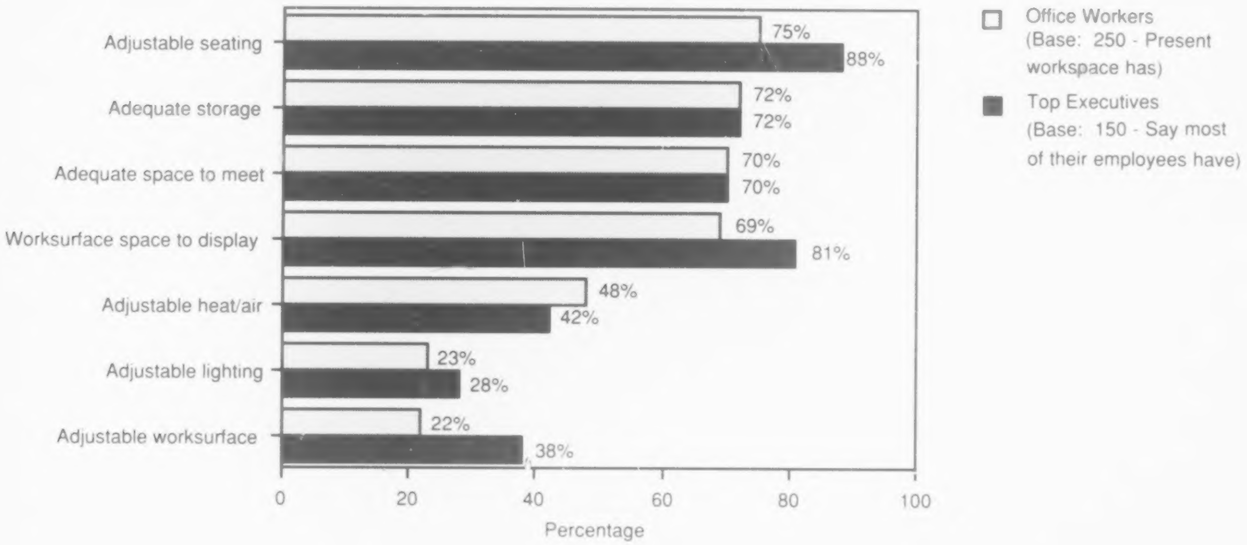
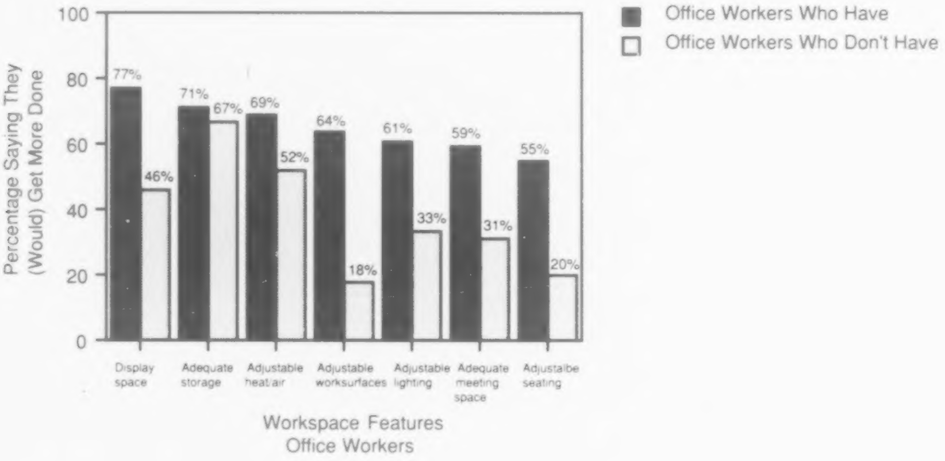


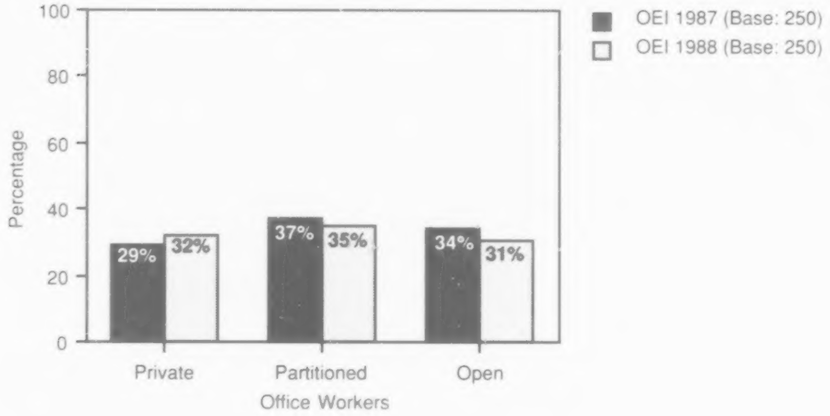
Exhibit 7.10
Increased Productivity Due to Workspace Features: Canada



OEI: 1988	**Office Workers**		**Top Executives**
	Get More Done (Base: Have)	Would Get More Done (Base: Don't Have)	Would Increase Office Worker Productivity (Base: Most Office Workers Don't Have)
	%	%	%
Worksurface space to display or spread out a project	77	46	38
Adequate storage and file space	71	67	65
Adjustable heating or air conditioning	69	52	52
Adjustable worksurfaces	64	18	17
Adjustable lighting	61	33	25
Adequate space to meet with two or more people	59	31	21
Adjustable seating	55	20	36

Exhibit 7.11
Usual and Preferred Office Arrangements: Canada

Usual Workspace: Office Workers' Trend Over Time



Preferred Workspace: Office Workers' Trend Over Time

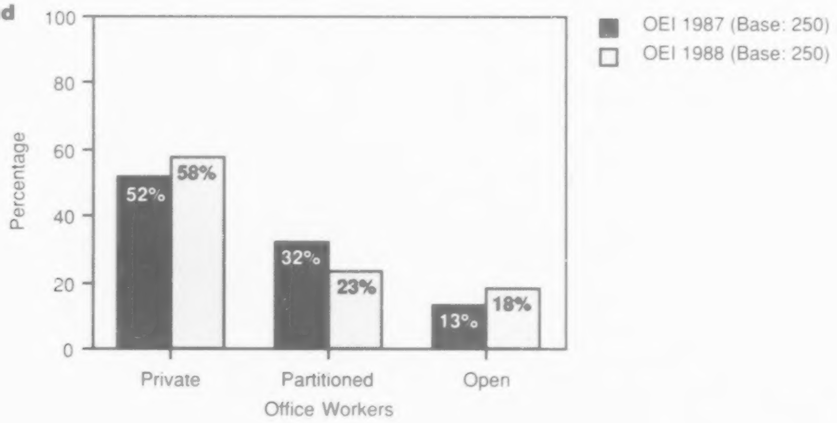


Exhibit 7.12
Office Standards: Canada

OEI: 1988	**Office Workers**
Base	250 %
Job entitles them to certain types of workspace, furniture, accessories	72
By formal policy	57
Just works out that way	35

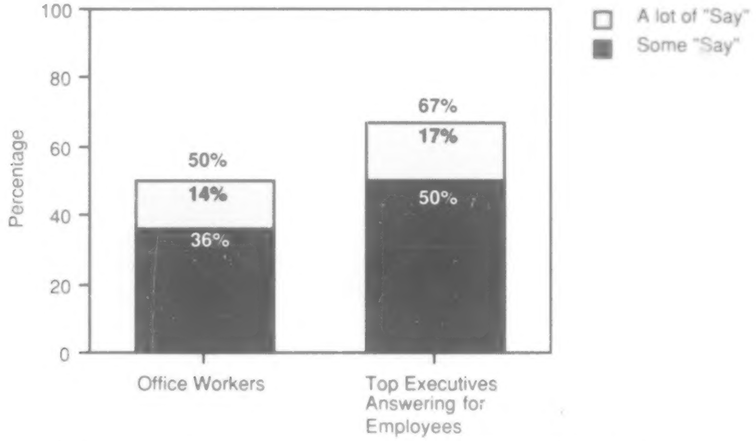
	Top Executives
Base	112 %
Organization has standards program	36
Does not	60
In some locations but not others	3

Favor or Oppose Office Standards: Canada

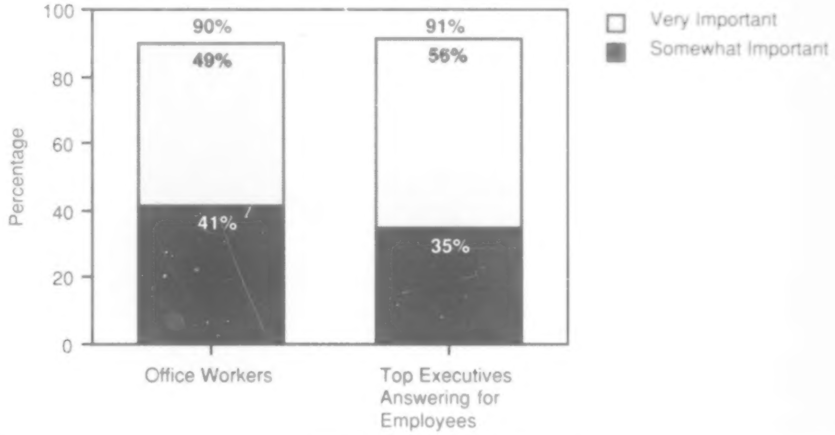
	Office Workers Answering for Themselves	**Top Executives** Answering About Employees
Base	250 %	112 %
Favor	72	48
Oppose	15	20
Not sure	13	32

Exhibit 7.13
Office Workers "Say" About Their Workspace, Furniture, and Equipment: Canada

Amount of "Say"



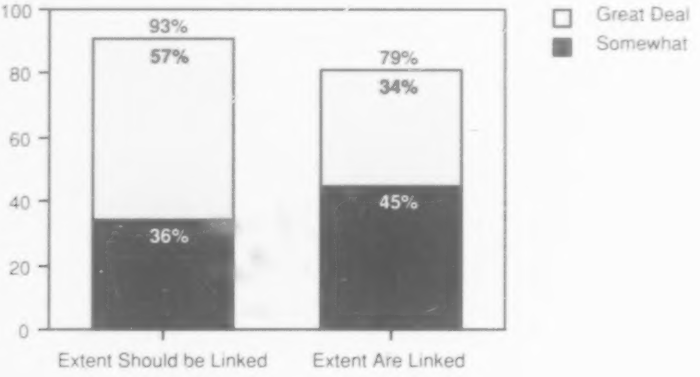
Importance of Having a "Say"



	Office Workers Answering for Themselves	**Top Executives** Answering About Employees
OEI:	1988	1987
Base	250 %	112 %
Office workers get a lot of say about workspace, furniture, and equipment	14	17
Get some say	36	50
Not too much	28	29
None at all	22	4
In their own view, very important to office workers to have say	49	56
Somewhat important	41	35
Not very important	6	8
Not at all important	3	1

Exhibit 7.14
Link-up of Facilities Plan and Business Plan: Canada

Link-up of Facilities Plan and Business Plan: Top Executives

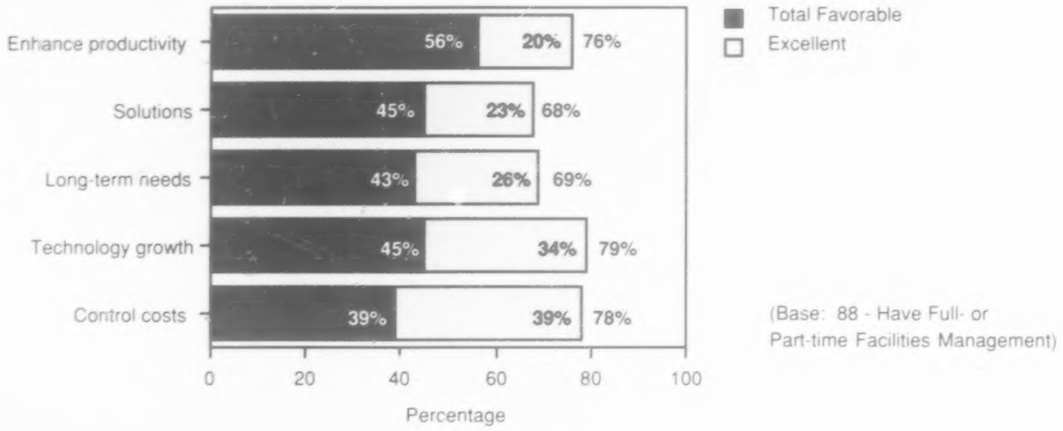


OEI: 1988	**Top Executives** (Base: Have Facilities Management)	
	Extent Should be Linked	Extent are Linked
Base	112 %	
A great deal	57	34
Somewhat	36	45
Not very much	6	17
Not at all	-	2

Exhibit 7.15

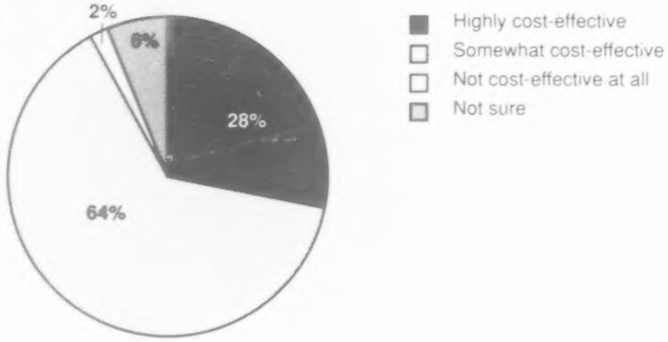
Facilities Management: Canada

Ratings of Facilities Management by Top Executives



(Base: 88 - Have Full- or Part-time Facilities Management)

Cost-Effectiveness of Facilities Management as Reported by Top Executives

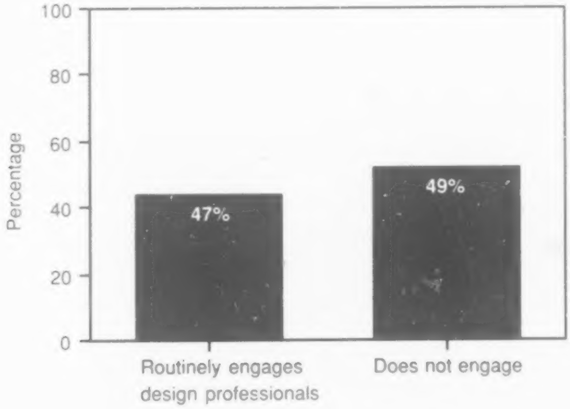


Prevalence of Facilities Managment

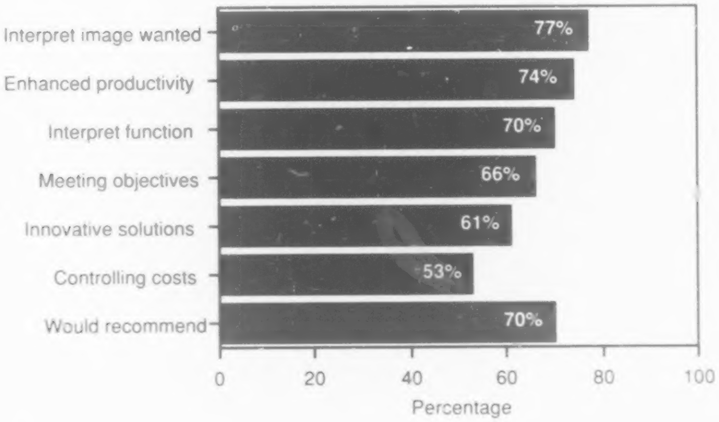
	Top Executives
Base:	112
	%
Have full-time facilities management	40
Have part-time facilities management	38

Exhibit 7.16
Use of Outside Design Professionals: Canada

Use of Outside Design Professionals by Top Executives



Ratings of Outside Design Professionals by Top Executives (Excellent or Pretty Good)

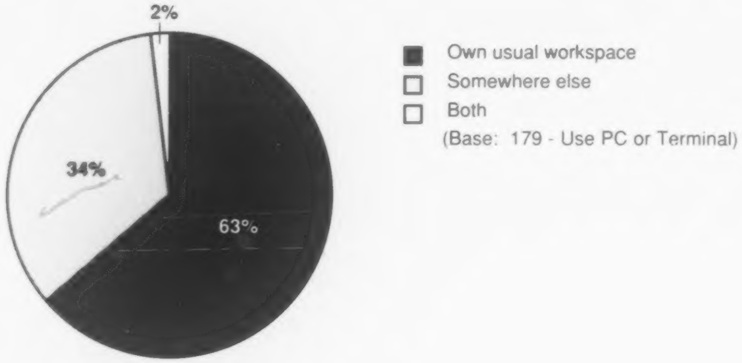


(Base: 53 - Routinely engages)

Exhibit 7.17
Office Workers' Use of Terminals and PCs: Canada

	Office Workers	
OEI:	1988	1987
Base	250 %	250 %
Total Use terminal or PC:	71	64
Use PC	26	
Use terminal	24	
Use both	21	
Don't use	28	
Median hours use average week	3	3
Average hours use average week	3.7	

Exhibit 7.18
Location of PC or Terminal: Canada



OEI: 1988	Office Workers
(Base: Use in own personal workspace)	(112)
Have enough room for all computer equipment	81
Don't have enough room	19
Median number of screens or monitors in workspace	1

Study Methodology

The Office Environment Index 1988 national study was conducted by telephone from December 17, 1987 to January 26, 1988. Interviewed were:

- **Office Workers in the U.S.:** A sample of 1,031 full-time office workers in the U.S. was screened from a national cross-section of the entire U.S. adult population (excluding Alaska and Hawaii) using a tested method employed in virtually hundreds of telephone surveys conducted by the Louis Harris and Associates organization each year.

  This cross-section was then screened to yield approximately 1,000 office workers 18 years of age or older employed full-time by organizations with at least 25 employees at the branch or location where they work.

- **Office Workers in Canada:** A smaller sample of 250 office workers in Canada was developed.

- **Top Executives of Larger Organizations in the U.S.:** A representative sample of 150 senior level executives with appropriate areas of responsibility (e.g., CEOs, Human Resources Vice President, Corporate Planning) was drawn from the Dun & Bradstreet list of organizations employing 1,500 or more persons nationwide. The universe includes both publicly and privately held corporations, nonprofit institutions and governmental entities.

- **Top Executives in Canada:** A sample totalling 112 top executives similar to those represented in the U.S. sample was drawn from the top 300 Canadian organizations employing at least 1,000 employees nationwide by employee size. The smallest organization had just under 1,000 employees nationwide.

- **Facilities Managers of Large Organizations:** A representative sample of 150 facilities managers was drawn from the same sample frame (but not necessarily the same organizations) as used for top executives; i.e., Dun & Bradstreet-listed organizations of 1,500 employees or more nationwide. For screening purposes, these individuals were defined as persons responsible for "the management of (the) organization's facilities, including planning, design and construction," and they need to have had three or more years on the job.

- **Contract Interior Designers:** A sample of 150 contract interior designers, half of whom were selected from the nation's top 200 architectural firms and half from the top 200 interior design firms, was drawn from rankings provided in "Corporate Design and Realty" and "Interior Design." Telephone contacts were then made with the randomly selected firms to identify the senior person in the firm "responsible for contract interior design including programming, planning and specifying architectural finishes and office furnishings." A further screen was made to assure seniority by requiring that selected individuals had experience in any firm for at least five years.

A more detailed description of the methodology, as well as exact wording of the questions asked interviewees, may be obtained by contacting:

Steelcase Inc. Corporate Communications Department, P.O. Box 1967, Grand Rapids, Michigan 49501.

Profile of U.S. Office Workers

Base		**Total 1031** %
Region		
East		32
South		26
Midwest		24
West		18
Sex		
Male		49
Female		51
Age		
18-20 years		2
21-24 years		9
25-29 years		16
30-34 years		18
35-39 years		14
40-49 years		23
50-64 years		17
65 and over		1
Median age		36
Mean age		38
Income	**Household**	**Personal**
$7,500 or less	1	2
$7,501-$15,000	4	12
$15,001-$25,000	12	30
$25,001-$35,000	19	22
$35,001-$50,000	26	15
$50,001-$75,000	21	8
$75,001 or more	14	5
Size of Organization		
100 or fewer employees		15
101-500		17
501-5,000		29
Over 5,000		27
Not sure		12
Type of Organization		
Manufacturing		20
Services		51
Government		18
Nonprofit		9

Profile of U.S. Office Workers (continued)

Base	**Total 1031**
	%
Years in Work Force	
10 or more years	76
5-9 years	17
4-2 years	6
1 year or less	1
Mean years in work force	17.4
Median years in work force	15
Years at Present Employer	
10 or more years	35
5-9 years	23
4-1 years	27
1 year or less	15
Mean years at present employer	8.6
Median years with present employer	6
Spouse Employed	
Full-time	70
Part-time	10
Not employed, retired, other	20
Self-Description of Position	
Managerial	23
Professional/technical	52
Secretarial/clerical	24

Profile of Canadian Office Workers

Base	**Total 250**
	%
Province	
Ontario	35
Quebec	26
British Columbia	12
Alberta	9
Manitoba	5
Saskatchewan	4
New Brunswick	4
Nova Scotia	3
Sex	
Male	48
Female	52
Age	
18-20 years	2
21-24 years	6
25-29 years	19
30-34 years	21
35-39 years	11
40-49 years	24
50-64 years	11
65 and over	1
Median age	34
Mean age	37

Income (Canadian Dollars)	**Household**	**Personal**
$7,500 or less		2
$7,501-$15,000	1	5
$15,001-$25,000	10	24
$25,001-$35,000	18	20
$35,001-$50,000	24	24
$50,001-$75,000	22	7
$75,001 or more	12	4
Size of Organization		
100 or fewer employees		13
101-500		14
501-5,000		31
Over 5,000		18
Not sure		14
Type of Organization		
Manufacturing		14
Services		49
Government		24
Nonprofit		6

Profile of Canadian Office Workers (continued)

Base	Total 250
	%
Years in Work Force	
10 or more years	70
5-9 years	18
4-2 years	9
1 year or less	3
Mean years in work force	16
Median years in work force	15
Years at Present Employer	
10 or more years	32
5-9 years	25
2-4 years	24
1 year or less	18
Median years at present employer	6
Mean years at present employer	8.3

Profile of U.S. Top Executives

Base	**Total 150**
	%
Age	
18-24 years	1
25-29	3
30-34	7
35-39	11
40-49	37
50-64	37
65 and over	1
Average age	46.4
Median age	47
Years Employed	
Average years in work force	23
Median years in work force	24
Average years at present organization	12
Median years at present organization	9
Average years at present position	4.8
Median years at present position	3
Number of Employees Employed by Organization Nationwide	%
Less than 2,000	21
2,000-2,999	19
3,000-4,999	13
5,000-6,999	14
7,000-9,999	8
10,000 or more	22
Average	127,462
Median	3,925
Average percentage of office workers	36
Median percentage of office workers	29

Profile of Canadian Top Executives

Base	**Total 112**
	%
Age	
18-24 years	1
25-29	4
30-34	8
35-39	22
40-49	32
50-64	29
65 and over	1
Average age	44
Median age	44
Years Employed	
Average years in work force	23
Median years in work force	23
Average years at present organization	12.7
Median years at present organization	10
Average years at present position	5.4
Median years at present position	4
Number of Employees Employed by Organization Nationwide	%
Less than 2,000	38
2,000-2,999	21
3,000-4,999	16
5,000-6,999	11
7,000-9,999	6
10,000 or more	10
Average	3,806
Median	2,479
Average percentage of office workers	29
Median percentage of office workers	20

Profile of U.S. Facilities Managers

Base	**Total 150**
	%
Sex	
Male	81
Female	19
Age	
Under 40 years	31
Over 40 years	69
Professional Association Membership	
International Facility Management Association	9
Association of Physical Plant Administrators of Universities and Colleges	4
Building Owners' and Managers' Association	2
Other	16
Not member of organization	69
Years Employed	
Median years in work force	23
Median years at present organization	9
Median years at present position	5
Median age	46

Profile of Contract Interior Designers

Base	**Total 150**
	%
Type of firm	
Architectural	50
Design	50
Region	
East	37
South	29
Midwest	15
West	19
Sex	
Male	55
Female	45
Age	
18-24 years	1
25-29 years	10
30-34 years	27
35-39 years	27
40-49 years	22
50-64 years	9
65 and over	0
Average age	37.6
Median age	36
Number of Employees	
Mean number of employees	455
Median number of employees	115
Mean engaged solely in contract office design	81
Median engaged solely in contract office design	25
Project Values	
Average value of largest project in 1987	$417,000
Median value of largest project in 1987	$215,700
Membership in Any Professional Office Design Association	47
Institute of Business Designers	23
American Society of Interior Designers	15
American Institute of Architects	13
International Facility Management Association	3
Other	3

Steelcase Inc.
The Office Environment Company
Steelcase, Stow & Davis

Grand Rapids, MI 49501

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